EZINQOLENI MUNICIPALITY

INTERGRATED DEVELOPMENT PLAN

2015/2016 DRAFT

ABBREVIATIONS USED IN THIS DOCUMENT

AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral therapy
ARV	Antiretroviral
ASGISA	Accelerated Shared Growth Initiative of South Africa
BBBEE	Broad Based Black economic Empowerment
CDWs	Community Development Workers
CFO	Chief Financial Officer
COGTA	Co-operative Governance and Traditional Affairs
DBSA	Development Bank of Southern Africa
DAEA	Department of Agriculture and Environmental Affairs
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
DLA	Department of Land Affairs
DM	District Municipality
DoHS	Department of Human Settlement
DoL	Department of Labour
DWAF	Department of Water Affairs & Forestry
EIA	Environmental Impact Assessment
EKZNW	Ezemvelo KwaZulu-Natal Wildlife
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
FBS	Free Basic Services
FET	Further Education and Training
HH	Households
HIV	Human Immune-deficiency Virus
HR	Human Resources
ICT	Information Communications Technologies
IDP	Integrated Development Plan
IDPRF	Integrated Development Plan Representative Forum
IGR	Inter Governmental Relations
ISRDP	Integrated Sustainable Rural Development Programme
IWMP	Integrated Waste Management Plan
KZN	KwaZulu-Natal
LED	Local Economic Development
LGSETA	Local Government SETA
LM	Local Municipality
LRAD	Land Redistribution Programme
LUF	Land Use Framework
LUMS	Land Use Management System
MIG	Municipal Improvement Grant
MM	Municipal Manager
MPA	Municipal Plan of Action
MSIG	Municipal Systems Improvement Grant
NEMA	National Environmental Management Act
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PSEDS	Provincial Spatial Economic Development Strategy
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
STATSSA	Statistics South Africa
ToR	Terms of Reference

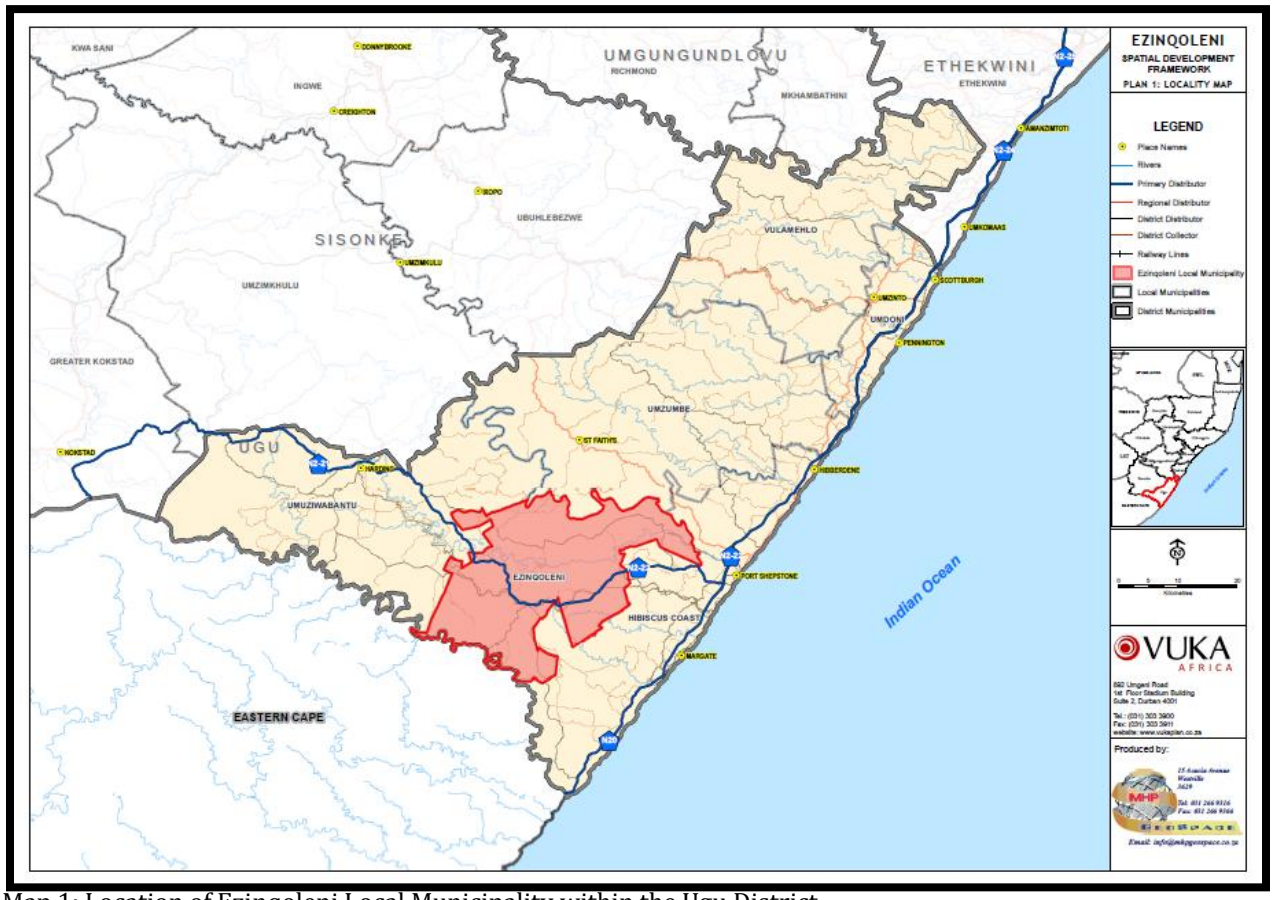
VCT	Voluntary Counselling and Testing
WESSA	Wildlife and Environmental Society of South Africa

SECTION A: INTRODUCTION AND EXECUTIVE SUMMARY

1.1INTRODUCTION TO EZINQOLENI MUNICIPALITY

1.1.1 Locality

Ezinqoleni local municipality is one of six local municipalities under Ugu district municipality in the province of KwaZulu Natal. It is located in the south-western boundary of the district and has a total of six (6) wards with a total combined extent of 649 square kilometers, making it the second smallest municipality within the district. The municipality is bordered by Hibiscus Coast Municipality on the east, Umzumbe municipality on the North and UMuziwabantu municipality on the west. Towards the South and South western end, the municipality is bordered by the Eastern Cape Province.



Map 1: Location of Ezinqoleni Local Municipality within the Ugu District

The spatial make-up of the municipality is largely informed by the traditional authority areas, namely:

- KwaNyuswa
- KwaMthimude
- KwaVukuzithathe

These constitute approximately 304 km² (30 400 hectares) or 47% of the Ezinqoleni Municipal area whilst the state owns approximately 80 km² (8 000 hectares) 12% of the land. Privately owned land also accounts for approximately 265 km² (26 500 hectares) 41% of the land within the Ezinqoleni Municipal area.

The terrain and topography of the municipality has largely affected the settlement patterns. The northern part of the municipality is largely characterized by protected and conservation worthy areas which has resulted in the limited number of settlements. Whilst the southern part remains the main area where people settle. This has also translated into the economic hubs of the municipality being congregated towards the southern part whilst the northern is largely utilized for agriculture.

The municipality is made up of six (6) wards with each ward being comprised of the listed settlements.

Ward	Councillor	Settlements
Ward 1	Cllr. S.A Khawula	Enxolobeni, Lindburg, Mshiywa, Nkunswana, Oribi Flats, Paddock, Sineke, Thonjeni, Thorndale,
Ward 2	Cllr. B.C Mzobe	Izingolweni, Mbeni, Mshweshwe
Ward 3	Cllr. S.A Ngcece	Coniston, Dwalalesizwe, Etshenilikashoba, Khandalesizwe, Khumbuza, Mdlazi, Mpunzi Drift, Qhingqa, Thembalesizwe
Ward 4	Cllr. H.P Mbatha	Ebomvini, Gabangezwe, Mlinganiswa, Moguntia, Mthimude, Sibhangwana, Sikanisweni, Sinomusa, Umvolozi
Ward 5	Cllr. M.A. Mpisi	Echibini, Imfundwenhle, Izingolweni, Mansfield, Mthimude, Zamukuzakha, Nikwe, Mpguntia, Bhosiki
Ward 6	Cllr. B.D Nyawose	Izingolweni, Magaye, Munga

Table 1: General Ward Information

1.1.2 Demographics

The total population of Ezinqoleni Municipality according to the 2011 Census statistics is 52540. This number accounts for 7.3 percent of the total population of the district. Females currently account for 54% (28439) of the total population while males account for 46% (24101). The Black African population accounts for almost 98 percent of the total population of the municipality. This can be attributed to the rural nature of the areas as a whole.

According to the IHS Global Insight, Ezinqoleni Municipality contributed four percent (4%) towards the total Gross Domestic Product of the district in the year 2012. It is also estimated that almost seventy five percent (75%) of the total population of the Municipality earns R400 or less monthly.

Of this seventy five percent, forty one percent (41%) survives on no income. There are a number of underlying factors which will be scrutinized throughout the document for the mentioned statistics, the more obvious ones include the fact that the municipality is mainly rural and thus does not have enough resources to provide decent jobs for all its residents. And that the main sources of revenue still largely centre on the more primary activities such as agriculture.

1.2 DEVELOPMENT OF THE PLAN

Chapter 5, Section 23(1) of the Municipal Systems Act (MSA) 32 of 2000 requires that a municipality undertakes a developmentally oriented planning so as to ensure that it:-

a. Strives to achieve the objects of local government set out in section 152 of the Constitution;
b. Gives effect to its developmental duties as required by section 153 of the Constitution; and
c. Together with other organs of state; contribute to the progressive realization of the fundamental rights contained in section 24, 25, 26, 27 and 29 of the Constitution.

In terms of Section 25(1) of the Municipal Systems Act (Act No. 32 of 2000), each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single inclusive and strategic plan for the municipality which:

a. Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
b. Aligns the resources and capacity of the municipality with the implementation of the plan;
c. Forms the policy framework and general basis on which annual budgets must be based;
d. Complies with the provisions of this chapter (Chapter 5); and
e. Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation

Section 34 of the act further calls for the annual review of this five (5) year strategic document. It argues that a municipal council:

a. Must review its integrated development plan—

(i) Annually in accordance with an assessment of its performance measurements in terms of section 4 i; and
(ii) To the extent that changing circumstances so demand; and

b. May amend its integrated development plan in accordance with a prescribed

Necessarily, the Ezinqoleni Municipal Council has undertook to review this five year plan in line with the Municipal Systems Act. The process that was followed, which was adopted by council is outlined below.

- A Programme specifying the time frames for the different planning steps;
- Appropriate mechanisms; processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organizational arrangements for the IDP Process;

ACTION	RESPONSIBILITY	ACTION DATE	BUDGET
QUARTER 1			
1. Tabling of 2014/2015 draft budget to council	CFO	August 2014	inhouse
2. Publicise projections for revenue and expenses for each month of the coming year, service delivery targets for each quarter and performance agreements.	CFO AND IDP Manager	August 2014	
3. Advertise the commencement of the IDP process to the public	IDP Manager	August2014	In house
4. Present final process plan and comments to Top Management, IDPRF, Portfolio committees, EXCO and Council.	IDP Manager	September 2014	In house
QUARTER 2			
5. COGTA municipal alignment sessions	**IDP Manager**	**November 2014**	
6. Commencement of consultation process with the community regarding their needs.	IDP Manager	November, December, January	R30000
7. Present MEC comments on the 2013-2014 IDP to Top Management, IDPRF, Portfolio Committees, and Council.	IDP Manager	November 2014	In house
8. Liaise with National and provincial governments for planning and budgeting process	All	November 2014	In house
9. Determine which sector plans need to be reviewed or updated and commence with the review process	IDP Manager	November 2014	In house
10. Commencement of the CBP process for the development of ward plans as per COGTA guidelines.	IDP Manager	November, December, January	TBC
11. Estimate available sources & provide guidance for way forward for budgeting	CFO	November 2014	In house

12. Review Capital/institutional/Operational/Maintenance projects (Drafting the budget)	All	November 2014	In house
13. Submit revised projects to Treasury	CFO	November 2014	In house
14. Submit Budget instructions to all relevant persons	CFO	December 2014	In house
15. Preparation of a summary of available funds from: Internal Funds, eg. CDF and External Funding, eg. MIG	CFO	December 2014	In house
16. COGTA IDP Best practice conference	**IDP Manager**	**December 2014**	
QUARTER 3			
17. Assess current year's budget performance	CFO	January 2015	In House
18. Table municipality's adjustment budget for the current year	CFO	January-March 2015	In house
19. Publicise (adjustment budget and) revisions to service delivery and budget implementation plan for the current year.	CFO	January-March 2015	In house
20. Assess financial Feasibility of proposed new projects based on existing and potential funds.	CFO	January 2015	In house
21. Consult sector departments on their strategic plans.	IDP Manager	January 2015	In house
22. Tabling of annual report	IDP Manager and Council	January 2015	In house
23. Align and link all Key Issues in the IDP to KPA's	IDP Manager/ HODs/ MM	January 2015	In house
24. Determine objectives for each KPA	IDP Manager/ HODs/ MM	January 2015	In house
25. Set KPI's for each objective. KPI's to be based on the SMART principle, i.e. KPI's must be simple, measurable, applicable, relevant	IDP Manager/	January 2015	In house

and timely	HODs/ MM		
26. Assessment of objectives, strategies and projects against cross cutting issues.	IDP Manager/ HODs/ MM	January 2015	In house
27. Assessment of alignment of IDP strategies and projects for medium term in relation to DGDS, PGDS, and NDP.	IDP Manager/ HODs/ MM	January 2015	In house
28. Integrate reviewed sector plans into the IDP.	IDP Manager	February 2015	In house
29. Submit first draft of the IDP to Top Manco, Portfolio Committee, IDPRF and Council.	IDP Manager	February 2015	In house
30. Meeting with relevant officials – submitting inputs (Second Draft Budget meeting)	CFO	February 2015	In house
31. Meeting with relevant officials – with submitted inputs(Third Draft Budget meeting)	CFO	February 2015	In house
32. Consideration of Draft Budget by Finance and Council (First Meeting)	CFO/ Council	February 2015	In house
33. Consideration of Draft Budget by Finance and Council (Second Meeting)	CFO/ MM/ Council	February 2015	In house
34. Strategic Planning Sessions (Councillors and officials)	IDP Manager	February	TBC
35. Submit the draft reviewed strategic framework to Top Management and Portfolio Committees.	IDP Manager	March	TBC
36. COGTA IDP assessment process meeting	**IDP Manager**	**February**	
37. Tabling of 2014/2015 draft budget to Council	CFO/ MM/ Council	March 2015	In house
38. Publicise tabled budget within 5 days after tabling the media	Corporate Services	March 2015	R8000
39. Send copy of tabled budget to National Treasury and Provincial Treasury	CFO	March 2015	In house
40. Submit IDP review draft to province (COGTA) for assessment	**IDP Manager**	**March 2015**	

QUARTER 4			
41. Provincial IDP forum assessment of IDP	**IDP Manager**	**April 2015**	
42. Council to consider stakeholders input on the 2014/2015 draft IDP & budget.	IDP Manager/ Council	April 2015	In house
43. Set targets for each KPI	IDP Manager	April 2015	In house
44. Finalise budget, prepare and submit report for inclusion in Council agenda.	CFO	May 2015	In house
45. Advertise IDP and budget for public comments (newspapers)	Corporate Services	April 2015	R8000
46. Make public draft budget and IDP for the coming year and invite submissions from the community (through road shows), provincial treasury and others	IDP Manager/ CFO/ MM/ Mayor	April 2015	
47. Consider submissions and revise draft budget and IDP for the coming year	CFO/ IDP Manager	May 2015	In house
48. Submission of reviewed IDP 2014/2015 to Council for approval	IDP Manager/ Council	May 2015	In house
49. Submission of Budget for 2014/2015 to Council for approval	CFO/ Council	May 2015	In house
50. Advertisement of the adoption of the reviewed IDP	IDP Manager	May 2015	R8000
51. Tabling of Organisational Performance Management System at Council	IDP Manager	April 2015	In house
52. Preparation of timetable for roll-out of revised IDP, Budget 2014/2015 and PMS to community	IDP Manager/ Communications	June 2015	In house
53. Prepare Budget in the required format and submission thereof to both Provincial and National Treasury.	CFO	June 2015	In house
54. Place annual budget (and all budget related documents) and IDP on the municipal website.	Corporate	July 2015	In house

	Services		
55. Submit draft Service Delivery and Budget Implementation Plan (SDBIP) to the Mayor within 14 days after the approval of the budget.	MM/ HODs	June 2015	In house
56. Set up expenditure, and asset management system, incorporating budget	CFO	June 2015	In house
57. Approval of Organisational Performance Management System by Council	IDP Manager	June 2015	In house
58. Approval of Service Delivery and Budget Implementation Plan by Council.	MM	June 2015	In house
59. Compile, approve and sign performance contracts that are linked to the PMS of the Municipality for Municipal Manager, and all HODs.	IDP Manager, MM, Mayor, Council	July 2015	In house
60. Submit signed performance contracts to COGTA PMS.	IDP Manager	July 2015	In house
61. Publicise projections of revenues and expenses for each month of the coming year, service delivery targets for each quarter and performance agreements.	Corporate Services	August 2015	In house

Table 2: Formulation of the plan

1.3 KEY DEVELOPMENT CHALLENGES

There are a number of development challenges within the municipality but one will find that there are only a handfull which are key development challenges. These however have multiple spin-offs that amplify the magnitude of the challenges. The key development challenges, grouped according to the five (5) national Key Performance Areas are listed below.

NATIONAL KEY PERFORMANCE AREA	KEY DEVELOPMENT CHALLENGE
• SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	1. Strategic infrastructure - Bulk water - Electricity to unlock investment potential - Poor maintenance of infrastructure
• LOCAL ECONOMIC DEVELOPMENT	2. Unemployment 3. Capacity within the LED unit 4. unsustainable LED projects 5. Lack of monitoring and evaluation for cooperatives
• GOOD GOVERNANCE AND PUBLIC PARTICIPATION	6. Equal representation between the races and all stakeholders within the municipality 7. Change management
• FINANCIAL MANAGEMENT AND VIABILITY	5. Revenue generation
• INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	6. Skills for economic development and upliftment
• SPATIAL DEVELOPMENT	7. Land availability and management

Table 3: key developmental challenges

Central to these key challenges is the realization by the municipality and all stakeholders involved that although these have had negative effects on development within the municipality, a number of opportunities still exist. The table below outlines the key strengths, weaknesses, opportunities and threats that the municipality is currently faced with.

	SWOT ANALYSIS [2015/2016 IDP REVIEW]	
	STRENGTHS	**WEAKNESSES**
INTERNAL	Municipal insights into rural dynamics and livelihood strategies	Small business catchments due dispersed settlements
	Upcoming Retail Development to create job opportunities and access to market for agricultural products produced locally	Low disposable incomes
	The N2 which traverses the municipal area provides opportunities for development in the form of passing thresholds	Under-representation of big business in the area
	Local FET College which can be used to enhance skills development for the youth (e.g. film making)	Low skills base
	Labour force readily available across the municipality	Steep topography making service provision costly
	Oribi Gorge tourism attraction and other natural attractions	Lack of bulk infrastructure e.g. electricity
	Strong IGR - cordial relations between stakeholders	Limited funding to implement LED projects
	Abundant wildlife (e.g. warthogs [bush pigs]) that could be harnessed to establish businesses such warthog abattoir & processing	Grant dependency
		Low debt recovery rate
	Abundant natural resources (e.g. catchments & water bodies) that could be utilised for the following: • Sand mining • Brick making • Glass factory • Fish farming	Lack or limited revenue generation
	Abundant under-utilised land	Lack of land for the expansion of Ezinqoleni CBD
	Cordial relations between the municipality and South Coast Tourism	Difficulty to attract investors
	Untapped agricultural potential	Brain drain (emigration of skills)
	LED officer post now filled	Lack of IT infrastructure
	Sound financial management as witnessed by the clean audit	Inadequate office space for the municipality
	100% expenditure of Grants in the previous financial year	Municipal officials working in silos
	Effective public participation programme	Limited employment opportunities within the municipal area
	Functional statutory and ad hoc committees	Privately owned land not available for development in some wards
	Skills Development Plan which meets LGSETA standards	Slow delivery rate of "approved" housing projects
	Adopted and implemented municipal policies	Limited community facilities and public social & recreational amenities

	SWOT ANALYSIS [2015/2016 IDP REVIEW]	
	Enhanced institutional capacity to spend grants	Lack of maintenance for the aforementioned facilities
	100% provision of VIP toilets	Lack of funding to provide all-weather local access roads e.g. tarred & gravel roads
	80% water provision	Lack of monitoring and evaluation for cooperatives
	Provision of free basic services to indigent households	Lack of skills development for cooperatives
	Disaster Management Plan in place & implemented e.g. Fire truck & ambulance on stand-by full time	Unsustainable LED projects
	Enhanced Institutional Capacity: Town Planner & Disaster Officer posts now occupied	Lack of support infrastructure for informal businesses
	Decreased new HIV/AIDS infections	Need for change management due to the upcoming merger
	Political tolerance	Poor Disaster Management Plan
	Improved Job Creation through EPWP	Lack of Integrated Waste Management Plan or refuse removal
	Readiness of existing trained cooperatives to function effieciently	Poor workmanship ("project snags") in infrastructure project outputs
		Lack of Agriculture Sector Plan
EXTERNAL	**OPPORTUNITIES**	**THREATS**
	National Government's resolve to grow rural economies	Natural disasters (acts of God) e.g. floods, veldfires
	Growing buying power of the African population in general	Hostile legislative framework to business
	Expansion of the social security net for vulnerable groups across the country	Crime and substance abuse
	Resilience of the informal markets, vibrant & complicated rural livelihoods which cannot be measured in traditional economic terms	Volatile economic conditions in the financial markets and the associated unpredictable inflation
	BEE legislation provides an opportunity of using government procurement spend to uplift SMMEs	

Table 4: Combined SWOT Analysis

1.4 EZINQOLENI MUNICIPALITY: LONG TERM VISION

Ezinqoleni Municipality developed the vision and mission statements which give a broad overview of the council's strategic focal areas for the duration of its term and beyond. This vision encapsulates the strategic direction that the municipality aims to take leading up to 2030. This was done with the intention to align the municipality's strategies with those of the district, the province and the country as a whole bearing in mind the nation's move towards realizing the National Development Plan's vision 2030.

"By 2030, Ezinqoleni Municipality shall be the destination for all, where discrimination any form does not exist. The said municipality will be economical and financial viable, whilst ensuring that its citizens and communities are served in an efficient, effective, transparent as well as sustainable manner. This shall include inter alia the protection of environment, indigenous forestry and other natural resources for future generations."

1.4.1 Emerging strategic Elements

- Ensuring the provision of sustainable infrastructure to all residents
- Protection of the environment and environmentally sensitive areas
- Promotion eco tourism and eco system
- Promotion of peace, tolerance, stability and safe environment
- Eradication of poverty
- Promotion of economic growth
- Promotion of public participation for good governance
-

The municipality's mission begins to touch on issues of alignment and intergovernmental relations as integral tools in the achievement of the municipality's goals.

Achieving 2030 vision through innovative rural development interventions by enhancing partnerships with key investors and aligning with government programmes to optimise development impact for local residents.

1.5 HOW WILL PERFORMANCE BE MEASURED

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organizational Performance Management System (OPMS) must entail a framework that sets out how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.

In line with the said legal requirement, this framework should be seen as a policy document that sets out:

- The requirements that the Ezinqoleni Municipality's OPMS will need to fulfill;
- The principles that must inform its development and subsequent implementation;
- The preferred performance management model of the municipality;
- The process by which the system will work;
- The delegation of responsibilities for different roles in the process; and
- A plan for the implementation of the system

The Municipality will develop a performance management system which will be used to monitor and measure progress on municipal performance in terms of service delivery as per adopted programmes and projects in the IDP. The performance management system will be linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the municipality's vision, objectives and community aspirations. The performance of the municipality will be reviewed quarterly and corrective measures be implemented where necessary.
Additionally the municipality will ensure that all section 57 employees sign performance contracts aligned to the municipal IDP and objectives. The municipality will also ensure that employees reporting directly to Head of Departments have performance plan to enable a focused performance of the municipality.

SECTION B: GOVERNEMENT POLICIES AND IMPERATIVES

Alignment of government policies and plans is crucial in the strategic planning of the municipality. Therefore the relevant binding and non-binding national and provincial policies including, programmes and strategies need to be considered in the municipal development planning process and interventions. Our implementation and proposed interventions will focus only on the key mandates relevant to the municipal context in co-operative governance and those will be considered and addressed.

This Section therefore reflects the applicable and relevant Government Priorities, such as the Millennium Development Goals, National Plan priorities, the State of the Nation Address, the State of the Province Address, the KZN GDS (7 Goals) and the new back to basics approach. It indicates how these are addressed and applied in the Ezinqoleni local Municipal area.

2.1 SPATIAL PLANNING AND LAND USE MANAGEMENT PRINCIPLES

Set out in the table below are the five key spatial planning principles that all development in South Africa has to abide by.

Principle	Key Factors
Spatial Justice	Redressing past spatial imbalances
	Inclusion of previously excluded areas
	Redress in access to land
	Access to tenure
Spatial Sustainability	Promotion of development within fiscal, institutional and administrative means
	Protection of prime and unique agricultural land
	Stimulate effective and equitable functioning of land markets
	Limit urban sprawl through the promotion of development in sustainable locations
Good administration	Integrated approach to land use and land development
	Ensure sector department input in the preparation and amendment of SDFs
	Integrated approach to land use
Spatial resilience	Sustainable livelihoods in communities
Efficiency	Optimize the use of existing resources and infrastructure

2.2 MILLENNIUM DEVELOPMENT GOALS (MGDS)

The Millennium Development Goals (MDGs) are eight international development goals that all 192 United Nations member states have agreed to achieve by the year 2015. The aim of the MDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The MDGs focus on three main areas of human development viz. bolstering human capital, improving infrastructure and increasing social, economic and political rights.

If these goals are achieved, world poverty will be reduced, lives will be saved, and people will have the opportunity to benefit from the global economy. The eight MDGs which have been identified include:

No.	Millennium Development Goals	Ezinqoleni Municipality Status Quo
Goal 1	Eradicate extreme poverty and hunger	• 51.3% of the total population currently lives in poverty. • The municipality largely relies on government initiatives such as EPWP for the creation of jobs.
Goal 2	Achieve universal primary education	• The total number of individuals with no formal income has decreased from 34.6% in 2001 to 13.9% in 2011.
Goal 3	Promote gender equality and empower women	• Females currently form the majority of the population in all wards within the municipality, further necessitating and validating the need for more robust women empowerment strategies. • Section 54 and 56 positions within the municipality are still 100% male.
Goal 4	Reduce child mortality	• The municipality relies on the Department of Health for interventions to address this.
Goal 5	Improve maternal health	• The municipality relies on the Department of Health for interventions to address this.
Goal 6	Combat HIV/AIDS, malaria and other diseases	• The estimated percentage population living with HIV/AIDS is 14.5%. this marks an increase from the 12.3% that was estimated in 2002 by HIS Global Insight.
Goal 7	Ensure environmental sustainability	• Oribi conservancy area accounts for a large percentage of the total area within the municipality. Necessitating the need to protect conservation worthy areas.
Goal 8	Develop a global partnership for development	• The inclusion of all races in the development process of the municipality has been noted as one of the key factors to ensure good governance.

2.3 NATIONAL DEVELOPMENT PLAN: 2030

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. This requires a new approach – one that moves from a passive citizenry receiving services from the State to one that systematically includes the socially and economically excluded, where people are active champions of

their own development, and where government works effectively to develop people's capabilities to lead the lives they desire. The achievement of this vision is based on the following priorities:

Number	Goal	Ezinqoleni Status quo
1.	Creating jobs and livelihoods	The unemployment level in the municipality is estimated at 4135 individuals. The municipality largely relies on government interventions to create employment.
2.	Expanding infrastructure	The provision of bulk strategic infrastructure has been identified as the key to unlocking and attracting investment
3.	Transitioning to a low-carbon economy	Environmental sustainability principles are key in all interventions.
4.	Transforming urban and rural spaces	Principles of inclusive and integrated planning echo in all the initiatives that are implemented in the municipality through the engagement of a number of relevant stakeholders
5.	Improving education and training	Education and skills development remains one of the key priorities of the municipality given that the majority of the population is under the age of 19.
6.	Providing quality health care	The municipality relies on the Department of Health for interventions to address this.
7.	Building a capable state	The promotion of good governance
8.	Fighting corruption and enhancing accountability	The municipality relies on the SAPS in addressing this.
9.	Transforming society and uniting the nation	The municipality realizes that the empowerment of previously marginalized and minority groups will help fasttrack the process of transforming the society

2.4 BACK TO BASICS

Back to basics aims to achieve the developmental state of local government and ensure that each sphere of government commits itself to address the challenges faced by local government. It came as a result of the realization that whilst government has a number of service delivery achievements, much still needs to be done to support, educate and where needed enforce the implementation of local government's mandate for delivery. The most important aspect of Back to Basics is that it still draws for the long term plans that currently exist (i.e the National Development Plan), however, it introduces the realization that these plans can only be realized with functional municipalities. To a large extent the Key performance areas(KPA) for the Back to Basics approach are aligned to the National KPAs for the development of Integrated Development plansz, that is:

- Basic Services: creating decent living conditions
- Good governance
- Public Participation: Putting people first
- Sound Financial management
- Building Capable Institutions and Administrations

2.5 Outcome 9 Outputs

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. The Outcome consists of seven outputs which need to be achieved as listed below. These outputs have been aligned to the municipality's performance management system and aligned to the National key performance areas.

Number	Output
1.	Implement a differentiated approach to municipal financing, planning and support;
2.	Improve access to basic services;
3.	Implementation of the Community Works Programme;
4.	Actions supportive of the human settlement outcome;
5.	Deepen democracy through a refined Ward Committee Model;

6.	Improve administrative and financial capability;
7.	A single window of coordination.

2.6 STATE OF THE NATION ADDRESS

During the 2015 State of the Nation Address, the President shared the nine point plan to ignite growth and create jobs. These are: Ezinqoleni currently provides alternative energy to indigent households. Eskom also proposed Paddcok electricity upgrade, but the project is still on hold due to the challenges Eskom is facing. A number of agricultural SMMEs and Cooperatives exist within the municipality. The municipality already supports these with mechanization and capital materials and has identified the need to start to link these with markets. During its strategic planning session, Ezinqoleni identified the need to engage the private sector in its processes of development.

Number	PLAN
1.	Resolving the energy crisis
2.	Revitalising agriculture and the agro-processing value chain.
3.	Advancing beneficiation or adding value to our mineral wealth.
4.	More effective implementation of a higher impact Industrial Policy Action Plan.
5.	Encouraging private sector investment.
6.	Moderating workplace conflict.
7	Unlocking the potential of small, medium and micro enterprises (SMMEs), cooperatives, township and rural enterprises.
8	State reform and boosting the role of state owned companies, information and communications technology (ICT) infrastructure or broadband roll-out, water, sanitation and transport infrastructure as well as
9	Operation Phakisa aimed growing the ocean economy and other sectors.

2.7 KZN PGDS (7 Goals)

The 2011 KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS) bolsters the Province's commitment to achieving the vision of KwaZulu-Natal (KZN) as a **"Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world"**. The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province.

Number	PGDS Strategic Goal	Ezinqoleni Status Quo
1	Job Creation	• 51.3% of the total population currently lives in poverty. • The municipality largely relies on government initiatives such as EPWP for the creation of jobs.
2	Human Resource Development	• Skills development identified as one of the key interventions
3	Human and Community Development	• Skills development identified as one of the key interventions
4	Strategic Infrastructure	• Provision of infrastructure to unlock investment potential identified
5	Responses to Climate Change	• Environmental management
6	Governance and Policy	• Skills development identified as one of the key interventions
7	Spatial Equity	• More focus of land management issues

2.8 Ugu District Growth and Development Plan

The Ugu Growth and Development Strategy (GDS) commits all stakeholders (public, private and civil society) to achieving a shared vision that by 2030 the Ugu district will be a leading tourism destination and manufacturing and agricultural hub where jobs are created and everyone benefits equally from socio-economic opportunities and services. . This intent is based on a shared understanding of the inter-relationships amongst communities and the challenges facing the district economy as a whole. It is based on a commitment to working collaboratively to achieve the most beneficial outcomes for all.

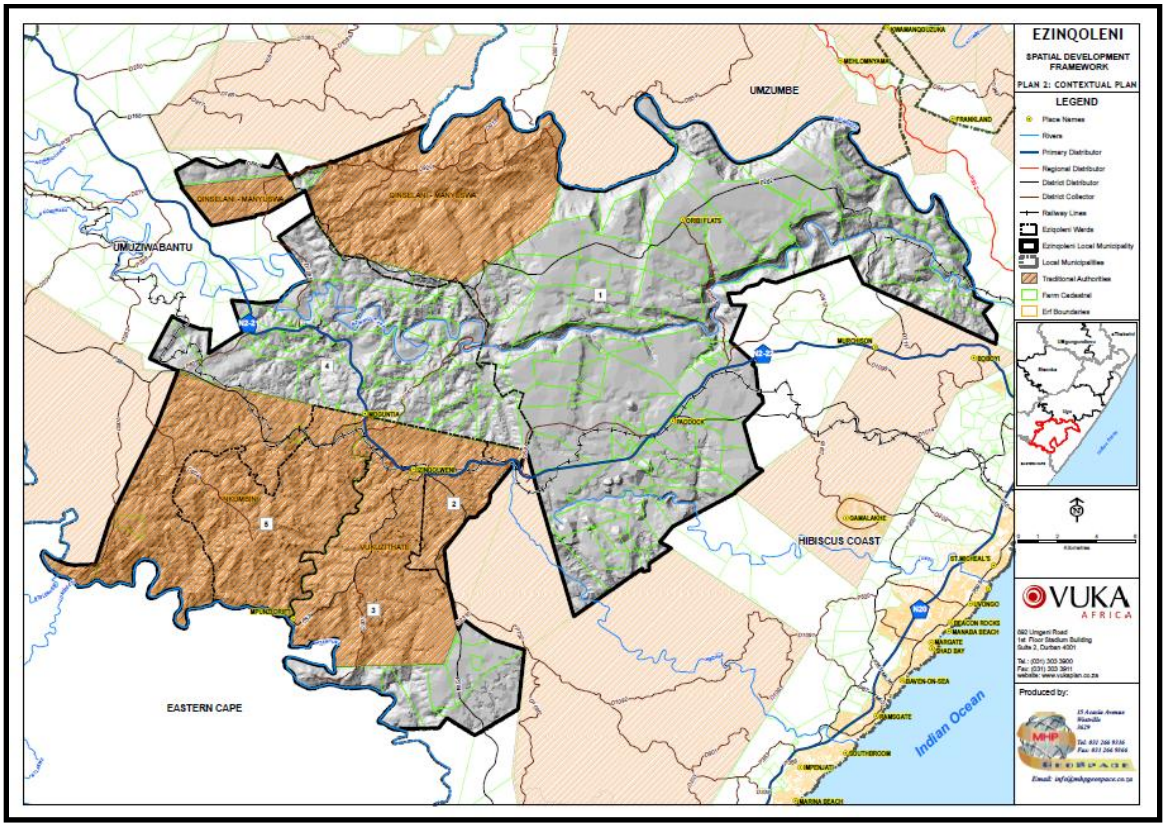
The vision of the Ugu GDS is that "By 2030 the Ugu District will be a leading tourism destination and manufacturing and agricultural hub where jobs are created and everyone benefits equally from socio-economic opportunities and services". It has six economic drivers which are:

Number	Economic Driver	Ezinqoleni Status Quo
1.	Strategic infrastructure investment	Strategic infrastructure has been identified as one of the key strategies to unlock investment potential.
2.	Education & skills development	Human and capacity development is central to Ezinqoleni strategies. This is fuelled by the need to capacitate the you who form the majority of the population
3.	Institutional development	Continous professional development identified as one of the key interventions.
4.	Strategic sector engagements	Engagements with all sectors within all the spheres of government happens at various forums.
5.	Environmental Sustainability	The municipality has identified the need to develop an environmental management plan.
6.	Safety Nets & Civic empowerment	Provision of skills and training

SECTION C: SITUATIONAL ANALYSIS

C1 SPATIAL ANALYSIS

3.1.1 REGIONAL CONTEXT



Map 2: Map illustrating regional context

Ezinqoleni Municipality (KZ 215) is one of the six local municipalities that form part of the Ugu District (DC 21). This municipality is located on the south-western boundary of the Ugu District, is bordered by the Hibiscus Coast Municipality on the east and uMuziwabantu Municipality on the west. The Ezinqoleni Municipal offices are situated within the Ezinqoleni settlement that is located approximately 40 kilometres west from Port Shepstone along the N2 national highway. The Ezinqoleni Municipal area is 649 square kilometres (64 900 hectares) in extent with the major land uses in the area comprising of tribal settlements, smallholdings, commercial farming and conservation worthy areas. The Ezinqoleni Municipality is the smallest municipality in the district and accounts for approximately 14% of the Ugu District area. Approximately 35% of the municipality's total area can be classified as residential or smallholding areas while the remaining 65% of the land is dedicated to agriculture / conservation and other non-residential land uses.

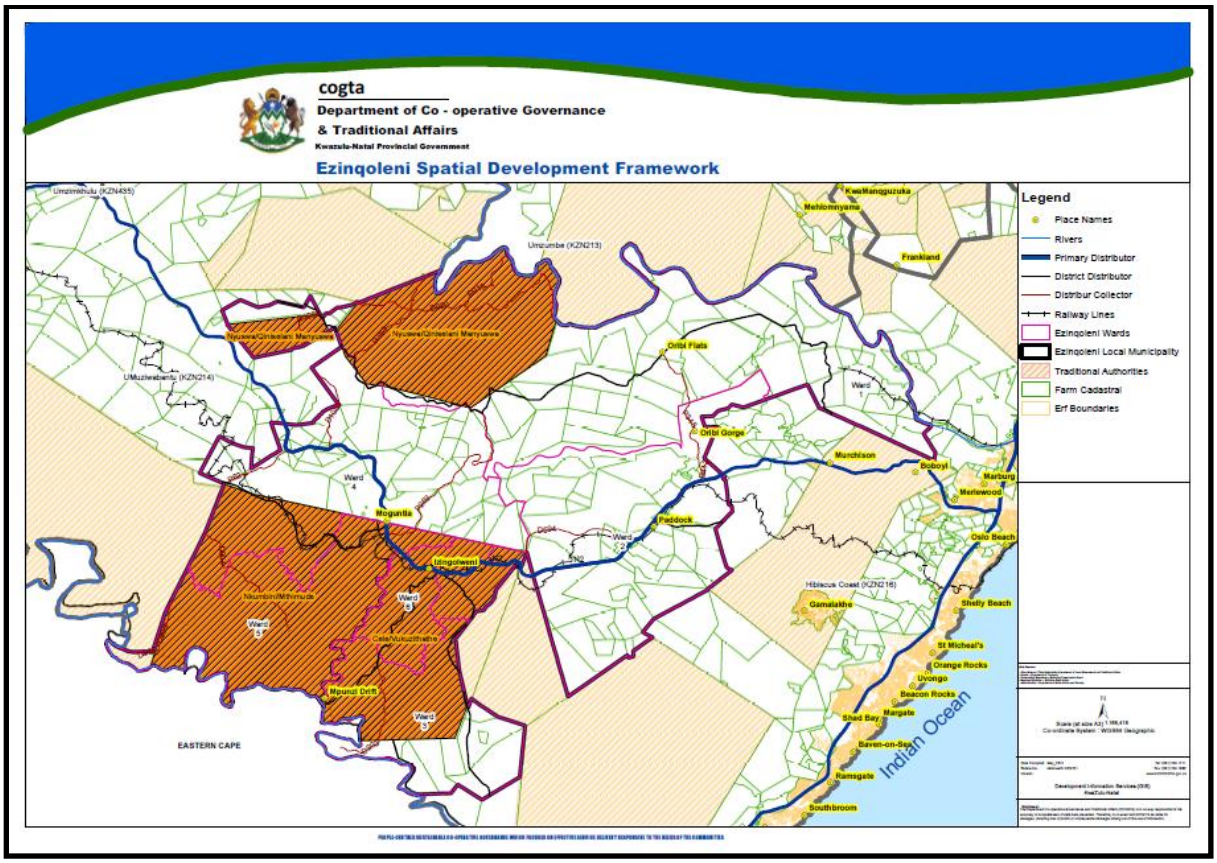
The Ezinqoleni Municipality constitutes a Category B municipality as determined by the Demarcations Board, falling within the ambit of a plenary system municipality as described in the KwaZulu-Natal Determination of Types of Municipality Act, 2000. The Ezinqoleni Municipality consists of 6 wards with 11 councillors (i.e. 6 ward Councillors and 5 proportional representative Councillors).

The institutional and spatial make up of Ezinqoleni Municipality is fundamentally informed by three traditional authority areas, namely:

- KwaNyuswa,
- KwaMthimude and
- KwaVukuzithathe

These constitute approximately 304 km² (30 400 hectares) or 47% of the Ezinqoleni Municipal area. In terms of land ownership within the Ezinqoleni Municipal area, the state own approximately 80 km² (8 000 hectares) 12% of the land, while 265 km² (26 500 hectares) 41% of the land within the Ezinqoleni Municipal area can be classified as privately owned.

3.1.2 Administrative Entities



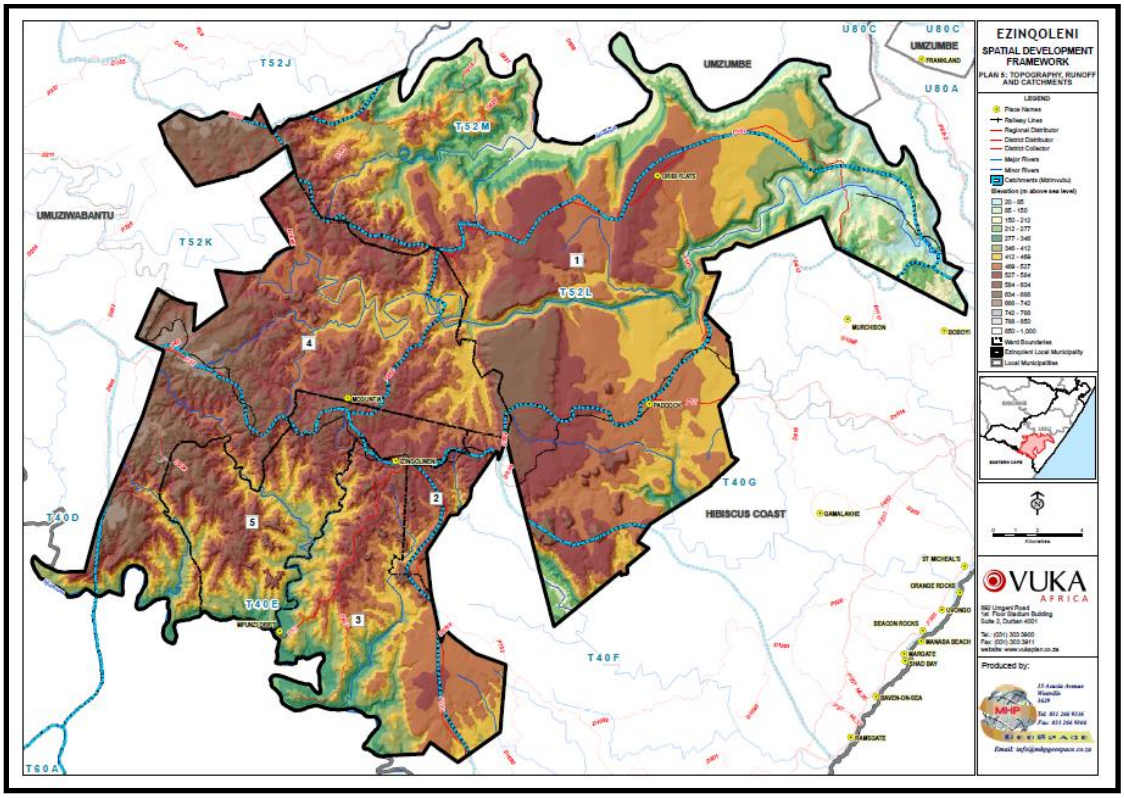
Map 3: Administrative entities of Ezinqoleni municipality

The Council of the Ezinqoleni Municipality consists of 11 Councilors, 45% of which are proportionally elected and 55% elected to the local municipality from respective wards. The Council is chaired by the Speaker, The Honourable Cllr. M.A. Mpisi.

The Municipal area consists of scattered rural settlement in Traditional Authority Areas. The following is a list of all settlements in the Ezinqoleni Municipality:

- Enxolobeni
- Nkunswana
- Sineke
- Izingolweni
- Coniston
- Khandalesizwe
- Mpunzi Drift
- Ebomvini
- Moguntia
- Sikanisweni
- Echibini
- Mthimude
- Nikwe
- Lindburg
- Oribi Flats
- Thonjeni
- Mbeni
- Dwalalesizwe
- Khumbuza
- Qhingqa
- Gabangezwe
- Mthimude
- Sinomusa
- Imfundwenhle
- Zamukuzakha
- Magaye
- Mshiywa
- Paddock
- Thorndale
- Mshweshwe
- Etshenilikashoba,
- Mdlazi
- Thembalesizwe
- Mlinganiswa
- Sibhangwana
- Umvolozi
- Mansfield
- Munga
- Bhosiki

3.1.3 STRUCTURING ELEMENTS



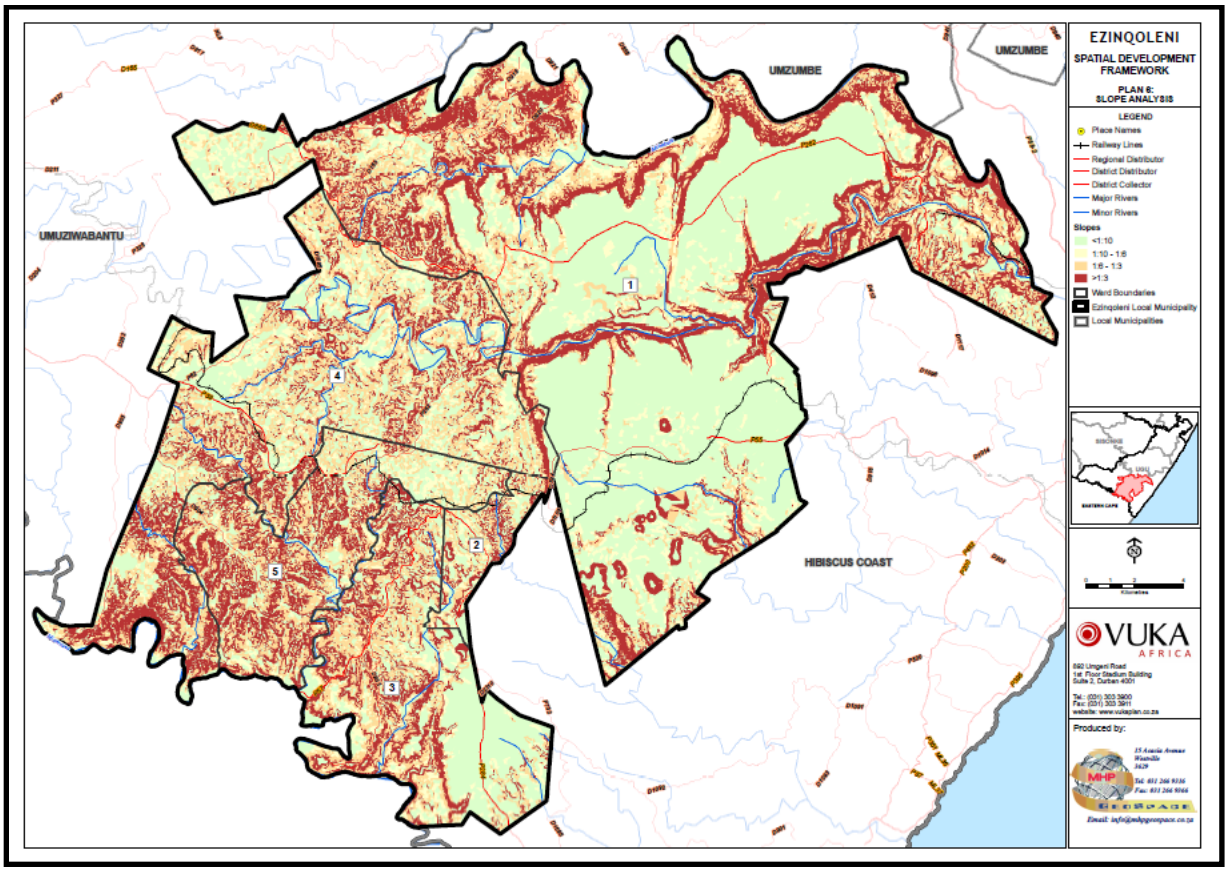
Map 4: Topography of Ezinqoleni Municipality

The spatial make up of Ezinqoleni Municipality is largely influenced by conservation areas which are situated in the northern parts of the municipality, as a results most settlements are situated in the southern part and are clustered along the main transportation networks. Some of the key attractions within the municipality include Oribi Gorge, Umtamvuna Nature reserve, Mbumbazi nature reserve and Umzimkhulu river valley. A total of six catchment areas exist within Ezinqoleni Municipality, namely, Uvongo river, Umzimkhulu, Umbizana, Umpenjati, and Umtamvuna.

3.1.4 Topography

The mean elevation (m above sea level) ranges from 85m above sea level, to 750m above sea level and a general runoff direction from west to north-east. The municipality has a distinct variation in topography landscape with the eastern portion around the Oribi Gorge characterised by a more evenly sloped plane and the western and southern portions characterised by more varied hills. This fluctuating elevation levels of the municipality, impacts on the scattered settlement pattern that can be observed.

3.1.4.1 SLOPE ANALYSIS



Map 5: Slope analysis of Ezinqoleni Municipality

Slope in the municipality ranges from 1:10 (10% incline), 1:6 (17% incline) and 1:3 (33% incline). The greater the gradient (1:6 – 1:3), the more difficult and more expensive construction become and this should be considered during infrastructure intervention planning. The terrain therefore plays an integral part in determining settlement patterns or the line of roads which needs to be built cost-effectively. Apart from infrastructure provision and housing, the slope of the land will be a determining factor in potential economic activity especially agricultural product potential. As noted from the topography analysis, the slope map shows that the more even plains are situated in the eastern parts of Ezinqoleni LM.

3.1.5 EXISTING NODES

3.1.5.1 NODES

Ezingolweni is the only Convenience Shopping Cluster within Ezinqoleni Local Municipality. The Ezinqoleni Village is the primary node and the most densely populated area within the municipality. It serves as the main commercial and administrative centre and is a priority focus area. With a large concentration of people, development efforts are focused on economic development & service provision, job creation, government services and ensuring basic services. The Node and its boundaries (as determined by Isibuko se-Africa) are illustrated on the image below.

Rural Service Centres (RSC) is located in low density rural areas, but is well located to serve a large number of rural residents. Rural service centres should be planned to include services and retail / wholesale component.

The Rural Service Centres identified within Ezinqoleni Includes the following settlement areas:

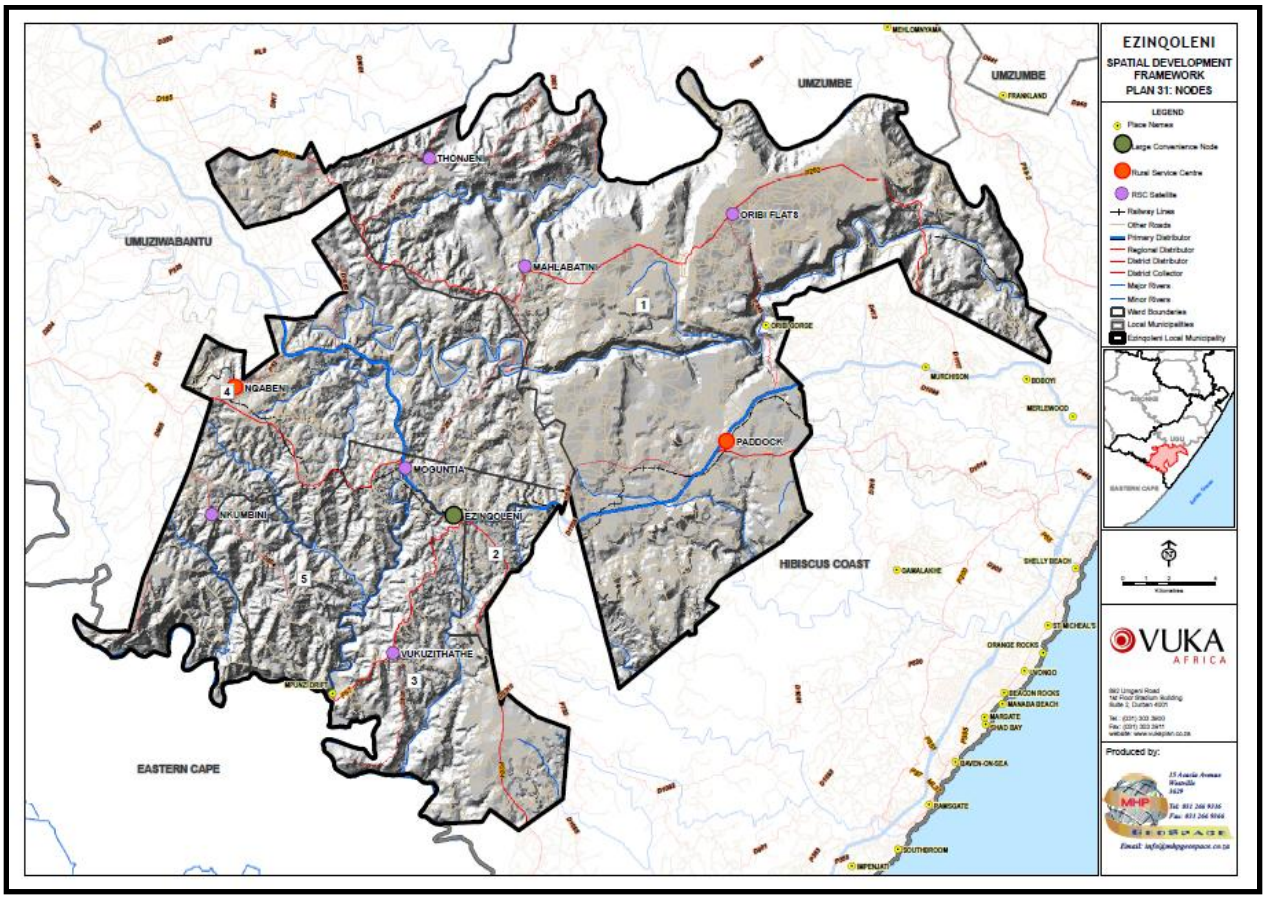
- Paddock,
- Nqabeni

The Rural Service Centre Satellites identified within Ezinqoleni Includes the following settlement areas:

- Mahlabatini
- Moguntia
- Mthimude
- Oribi Flats
- Thonjeni
- Vukuzithate

Rural Service Centre Satellites serves a number of settlements, but in the short term physical development in these centres will be limited. It is suggested that the focus in these nodes will be

more on the delivery of periodic services (retail, government and other) and promoting / supporting private sector investment.



Map 6: Ezinqoleni Rural Nodes and accessibility network

3.1.5.2 URBAN EDGES

In these identified nodes the images below outline the Urban edges

Picture 1 above illustrates the Nqabeni node and its proposed urban edge, whilst picture 2illustrates that of Ezingolweni.

3.1.6 Corridors

The primary corridor traversing Ezinqoleni Municipal area in an east west direction is the N2 National Highway.

This movement and activity corridor links the Ezinqoleni Municipality directly to the uMuziwabantu Municipality (Harding Town) in the west, Eastern Cape Province in the south, as well as Port Shepstone and the coastal regions. The main and secondary nodes of the area are also distributed along this route.

Various secondary corridors ensure circulation and access to the northern and southern economic activities within the municipality. Please refer to **Map 7: Accessibility Network** for a depiction of these corridors.

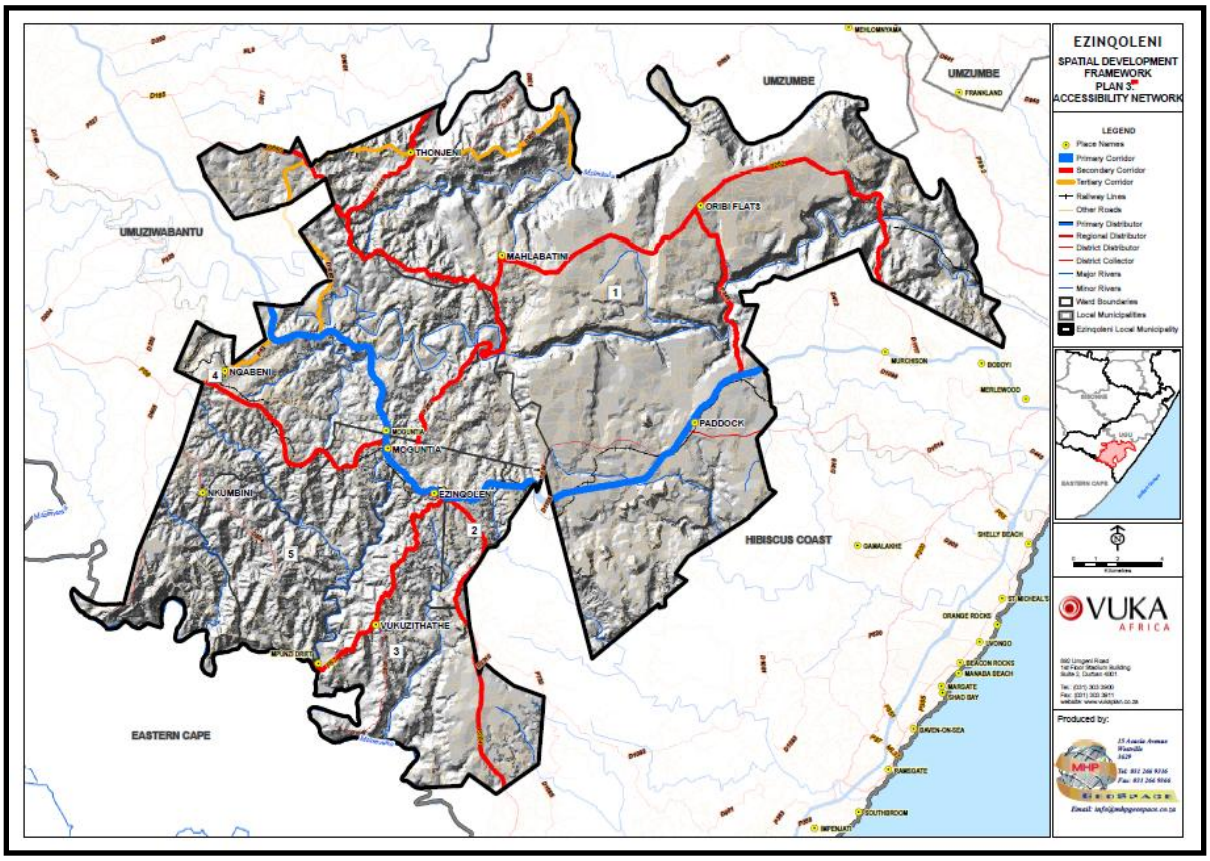
These secondary corridors are:

- The D165, D860, P262, and P354 roads - The route from Ridge-Wosiyane-Maryland- Oribi Flats Murchison;
- P284 road - The route from Eden Store to Ezinqoleni;
- P57 road - The route from Mpunzi Drift to Ezinqoleni;
- P58 Machi Road - The route from Moguntia to Mthimude;

A third hierarchical level of roads exists which provides circulation for the local residents. These Tertiary Corridors are:

- A route that consists of the D920, the D1085 and the N2 which runs from Nkuswana via Thonjeni-Nkulu to Nqabeni;
- A route that runs from Moguntia to Maryland/Mahlabatini.

Please refer to **Map 7: rural nodes Accessibility Network** for a depiction of the main accessibility routes and thoroughfares in Ezinqoleni.



Map 7: Accessibility Network

3.1.7 BROAD LAND USES

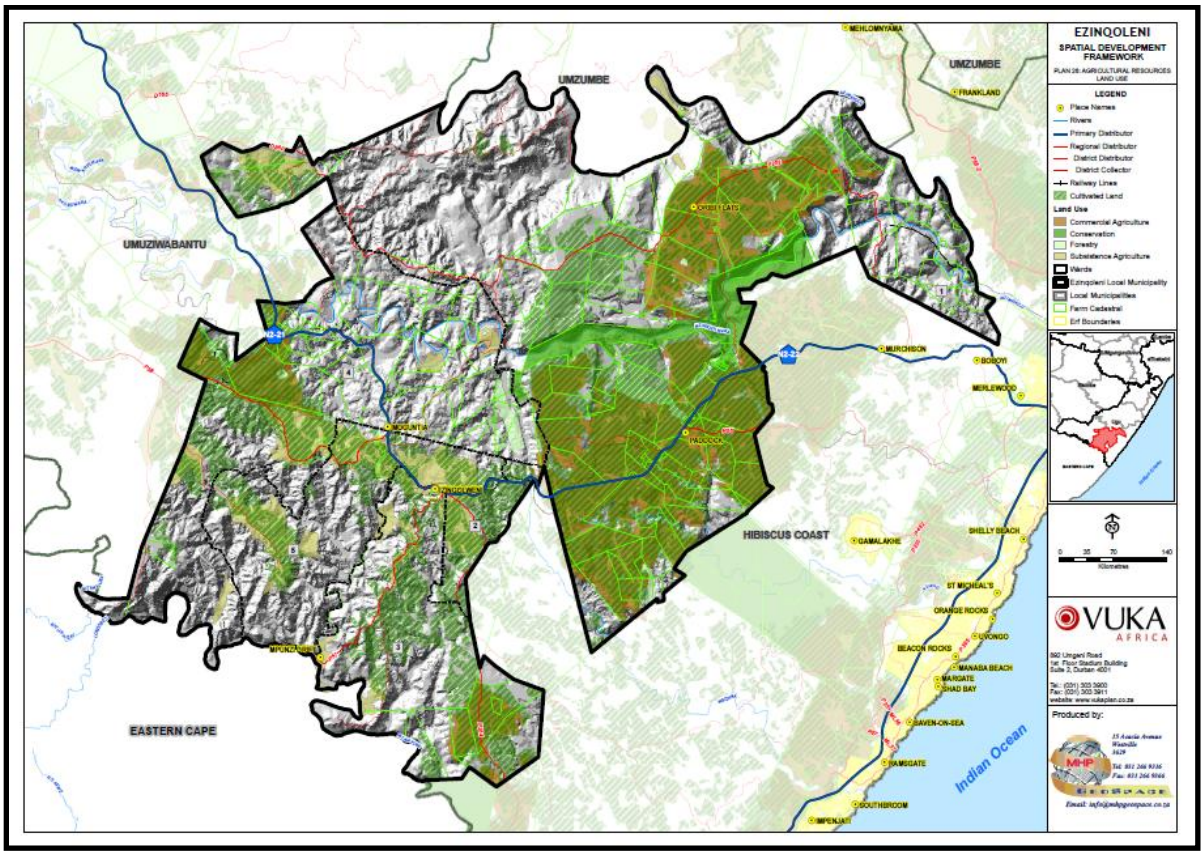
The land with the highest agricultural potential is situated along the eastern boundary of the municipality and closely follows the UMzimkhulu River. Other areas around Oribi Flats in the north and the southern portions are classified as good agricultural land.

The Ezinqoleni Spatial Development Framework goes on to consider both formally registered conservation areas as well as additional potential/future conservation worthy areas.

Areas of environmental concern include the following:

- Wetlands and watercourses,
- Areas prone to soil erosion,
- steep slopes,
- archaeological sites and
- tourism assets

Generally residential land use is situated away from areas of high agricultural potential and conservation worthy areas.



Map 8: Ezinqoleni Conservation worthy areas

3.1.8 Land Ownership & Land Reform

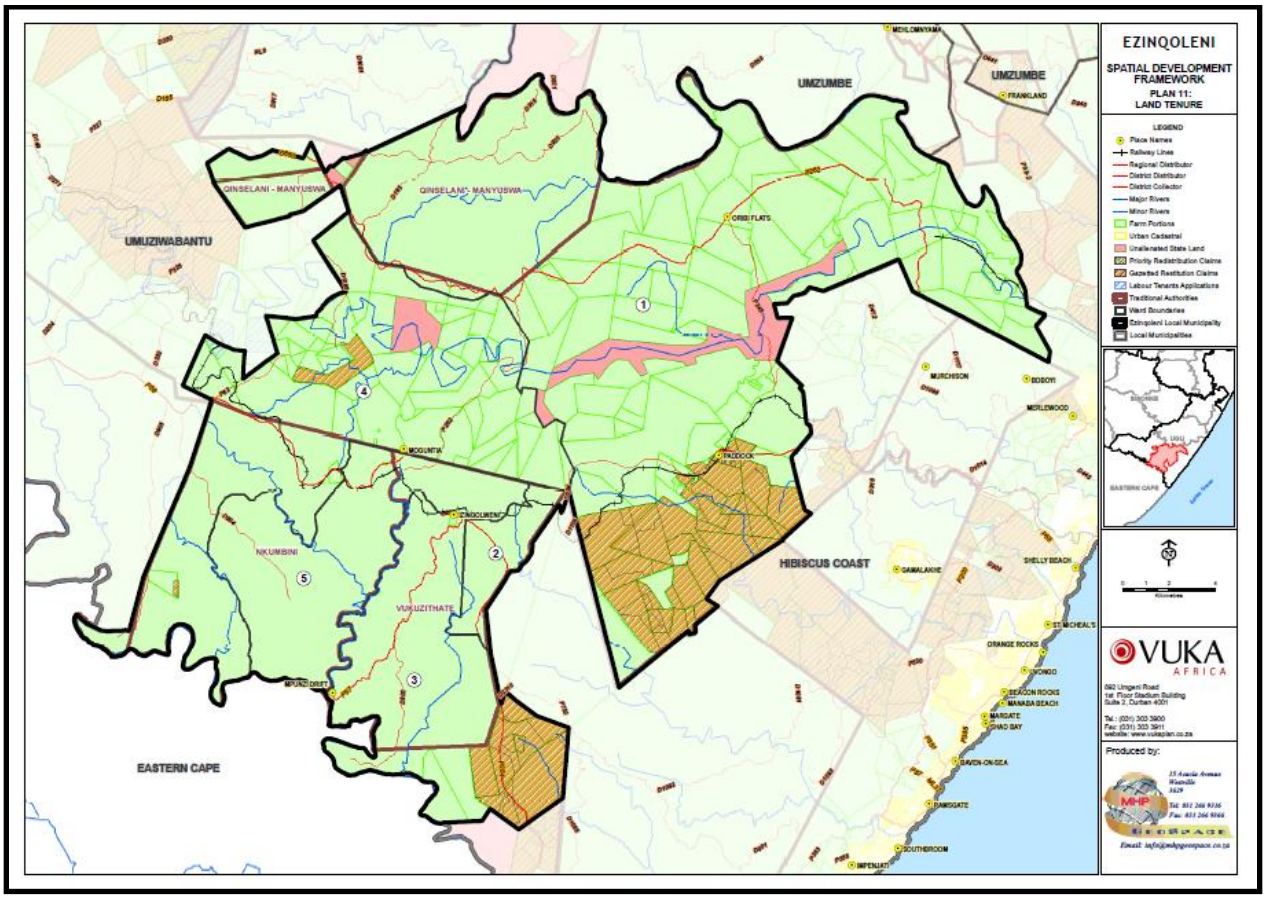
The map below depicts the ownership of the properties within Ezinqoleni. The central and eastern portions of the municipality is characterised by privately owned farms while the southern portions and north western areas, mainly south of the N2 route are Tribal Authority areas owned by the Ingonyama Trust. These areas are divided into three separate Traditional Authority Areas, namely:

- Qinselani – Manyuswa TA,
- Vukuzithate TA, and
- Nkumbini TA.

Depending on existing communication structures between the local authority, and the Traditional Authority, careful planning & co-ordination will be required to ensure proper and effective provision of services.

The entire Oribi Gorge is proclaimed as a nature reserve and registered in the name of the State. A significant portion of the eastern and south eastern area of the Municipality was subjected to restitution claims, which was successfully concluded.

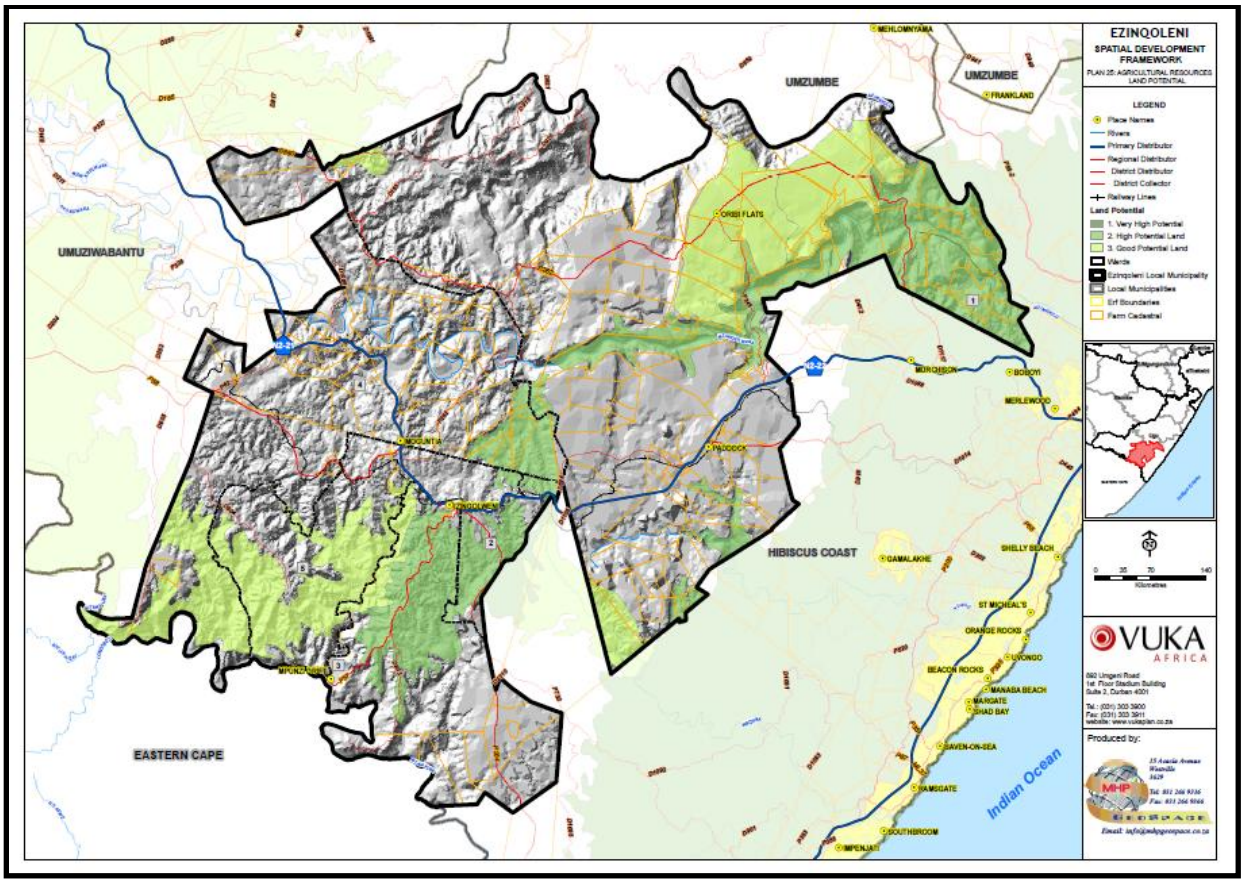
The map below also illustrates areas with gazetted land claims, mainly around paddock south east of the municipality.



Map 9: Land Tenure

3.1.9 Land Capability

The agricultural resources are illustrated by **Agricultural Land Potential** map below, and **Agricultural Land Use** map above respectively. The land with the highest agricultural potential is situated along the eastern boundary of the municipality and closely follows the UMzimkhulu River. Refer to **Agricultural Land Potential** map, for a depiction of the locality of this land. Other areas around Oribi Flats in the north and the southern portions are classified as good agricultural land. The current cultivation pattern does not correspond to the potential of the land, which might have to effect that some of the farms are not as productive as the areas in close proximity to the higher agricultural potential land. According to the land potential plan, the north western parts of the Municipality is less suitable for agriculture, as the input costs will be very high, and might be more than the returns received from the land.



Map 10: Environmental areas

3.1.10 ENVIRONMENTAL ANALYSIS

3.1.10.1 KEY HYDROLOGICAL FEATURES

3.1.10.1.1 Water Bodies & Catchment Areas

Catchment areas is an extent or area of land where water from rain drains downhill into a body of water, such as a river, lake or dam. The drainage basin includes both the streams and rivers that convey the water as well as the land surfaces from which water drains into those channels, and is separated from adjacent basins by a catchment divide.

A total of **6 catchment** areas exist within the Local Authority, which is also an indication of the varied topographical changes of the area. Ecological aspects also need to be taken into account when considering Catchment Areas/Drainage Basins. The water flowing from the catchment areas, flows to a dam which is ultimately used for service provision such as water used for household purposes. It is therefore necessary to consider the impact that settlements have on the quality of water, and where sanitation services are critically needed to prevent cholera for example. The use of pesticides on large scale for agricultural use must be

limited where commercial farming can have a negative impact on the quality of water. The spatial development framework must therefore highlight the critical aspects which need to be addressed as a matter of urgency, and ensure that no land use is proposed in an area, where the specific land use can have detrimental effects on the environment.

The presence of a large number of rivers and high volumes of water implies that safety of communities also needs to be considered by locating them outside possible flood line areas. The characteristics of these rivers and the possibility of introducing 30m buffer zones are described below.

- UVONGO

The Uvongo River originates east of Ezingolweni and flows eastwards, draining into the Indian Ocean near the town of Uvongo. This river flows mostly through commercial farming areas, as well as the Mbumbazi Nature Reserve, in the upper catchment, Traditional Authority Areas in the middle reaches, and urban settlement in the lower catchment. Applying a 30m development buffer may be problematic in the upper reaches and particularly in lower reaches, due to the encroachment of commercial farming into the riparian zone.

- UMZIMKHULU

The Umzimkhulu River originates in the foothills of the Drakensberg and flows eastwards through the Ugu District Municipality, draining into the Indian Ocean near Port Shepstone. The upper catchment is mostly Traditional Authority Area and largely undeveloped due to the steep topography. There is some commercial farming in middle reaches on the Oribi Flats, with a large limestone mine at the confluence with the Umzimkulwana River. There is a considerable amount of urban development alongside the river east of the N2. It is possible to apply a development buffer of minimum 30m, particularly in the middle and upper catchment.

- UMBIZANA

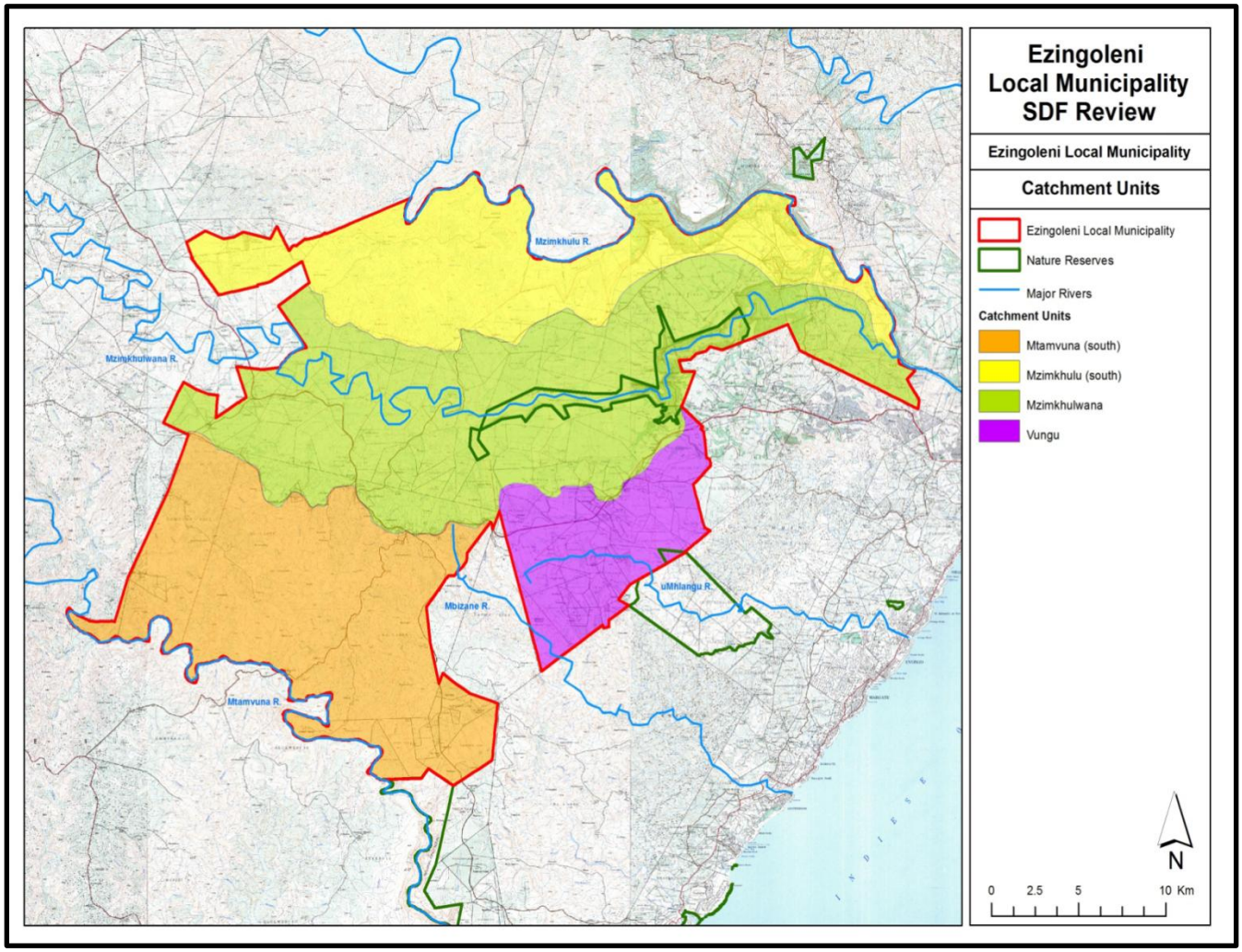
The Umbizana River also originates east of Ezingolweni and drains into the Indian Ocean near Southbroom. The characteristics of this river are very similar to that of the Uvongo River.

- Umpenjati

The Umpenjati River is a relatively short river which originates south-east of Ezingolweni and drains into the Indian Ocean near Palm Beach. This river flows mostly through Traditional Authority Areas where the steep topography has limited settlement in the drainage lines. It is therefore possible to apply a 30m development buffer on this river and the majority of its tributaries.

- Umtamvuna

The Umtamvuna River marks the southern edge of the Ugu District and KwaZulu-Natal Province. This river originates outside the District and is fed by two major tributaries; the Mafadoba River and Weza River.



Map 11: Ezinqoleni catchment Units

3.1.10.1.2 PROTECTED AREAS

- Oribi Gorge

The Oribi Gorge Nature Reserve is identified as a protected area proclaimed in 1950 and is situated in the Oribi Gorge, which is approximately 27 km long, 4 km wide (widest point) and 400 m deep. At the base of the cliffs of both gorges there are rocks over 1000 million years old while the cliffs themselves are formed from sandstone deposited about 365 million years ago. Below the gorges is a large surface mine producing cement. The photo below illustrates the spectacular Oribi Gorge. *Source: Rachel White (2007)*

In addition to the Oribi Gorge Nature Reserve, small portions of the Mbumbazi Nature Reserve affect Ezinqoleni Municipality. The Umtamvuna Nature Reserve only borders the Municipality in the south where the Hibiscus Coast, Ezinqoleni and Eastern Cape Provinces meet.

Apart from the formally protected areas the data from the KwaZulu-Natal Conservation depicts some reserves such as the Lake Eland Game Reserve, was not proclaimed as a conservation area. In addition to the Protected Areas the Conservation areas consist of a composite of Core Environmental areas, steep slope areas unsuitable for development and 30m flood line buffers surrounding the rivers. The following conservation worthy areas was identified.

- Oribi Conservancy Area

The Oribi Conservancy Area is a small 235 ha private nature reserve established by Natal Portland Cement (NPC) near the confluence of the Umzimkhulu and Mzimkhulwana Rivers. This area contains grasslands which form part of the Interior South Coast Grasslands Belt, a Critically Endangered ecosystem, and must therefore be protected. The majority of this area is situated on private property. NPC has established the Oribi Conservancy is this area, and currently maintains the 235 ha conservation area.

- Umtamvuna Nature Reserve

The Umtamvuna Nature Reserve is approximately 3257 hectares in size and lies along 25km of the Umtamvuna River Gorge. The rivers source is in the Ngeli Mountains in the West and flows into the Indian Ocean in the East forming a natural border between KZN and the Eastern Cape.

The Umtamvuna Nature Reserve forms part of the Pondoland Centre of Plant Endemism whereby many endemic plant species can be found.

This southernmost nature reserve in KwaZulu-Natal is a botanical paradise consisting of an interesting stretch of riverine forest and steep rocky cliffs. Animals in the reserve include Samango Monkey, Blue Duiker, Bushbuck and Leopard.

- Mbumbazi Nature Reserve.

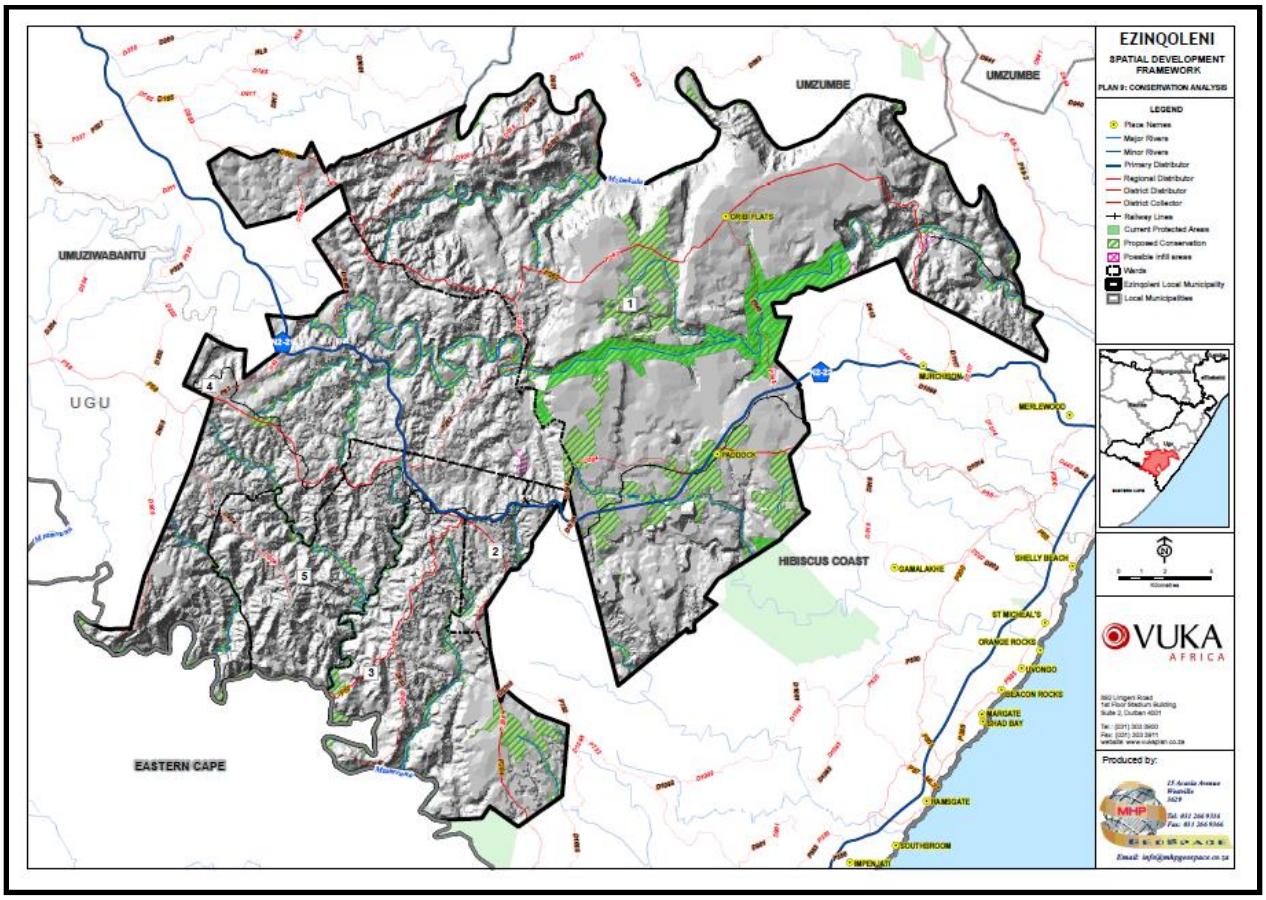
This is a relatively large reserve, situated on the Vungu River, west of Uvongo. This 2,000 ha reserve protects several threatened ecosystems, including Interior South Coast Grasslands (Critically Endangered), Margate-Pondoland-Ugu Sourveld (Critically Endangered), and Northern Coastal Forest. Ezemvelo KZN Wildlife is in the process of introducing Buffalo into the reserve. The Reserve is currently not open to the general public and there are no facilities in place for visitors. Birding groups however make use of the Reserve.

- Oribi Flats Grasslands

There are a number of grassland areas on the Oribi Flats plateau, particularly on the edges on the escarpment. The majority of these grassland areas are Oribi-Port Edward Pondoland-Ugu, an Endangered ecosystem, which must be protected. These areas generally occur on private property adjacent to cultivated areas.

- Umzimkhulu River Valley

This is a significant area of Eastern Valley Bushveld and Ngongoni Veld (Vulnerable) situated in the upper catchment of the Umzimkhulu River. This area falls within a Traditional Authority Area and has relatively low levels of settlement due to the steep topography. It is proposed that the Umzimkhulu Game Reserve is established in this area.



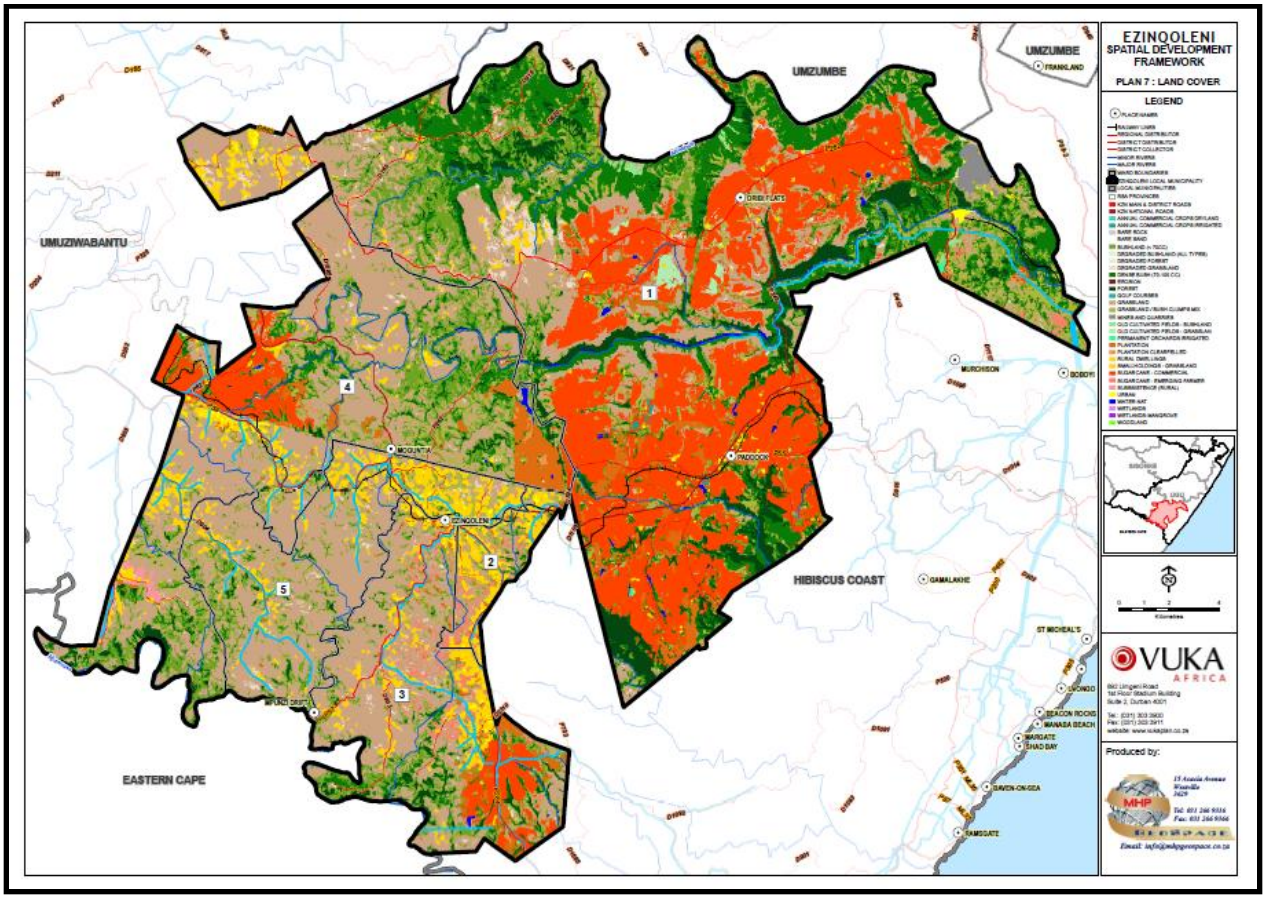
Map 12: Environmental analysis

3.1.11 LAND COVER

The broad land cover found in Ezinqoleni Local Authority, consist of:

- Alpine grass-heath
- Bare rock
- Bare sand
- Bushland
- Degraded bushland
- Degraded forest
- Degraded grassland
- Permanent orchards
- Permanent pineapples dryland
- Plantation
- Rural dwellings
- Smallholdings - grassland
- Sugarcane - commercial
- Sugarcane - emerging farmer

- Bushland dense
- Erosion
- Forest
- Grassland
- Mines and quarries
- Old cultivated fields
- Subsistence (rural)
- Urban
- Dams
- Wetlands
- Woodland



Map 13: Land Cover

3.1.12 AIR QUALITY

Due to limited industrial activity within the municipality and the abundance of natural vegetation and forestry, The municipality is said to have “Clean air”. The main threat to the municipality’s air quality is domestic fires for cooking and heating.

3.1.13 STRATEGIC ENVIRONMENTAL ASSESSMENT

The current municipal SDF does not contain information on the strategic environmental assessment, however, the municipality is working with COGTA to incorporate this information.

3.1.14 SPATIAL AND ENVIRONMENTAL TRENDS AND ANALYSIS

SPATIAL VARIETY		
SPATIAL ISSUES	**EFFECTS**	**SPATIAL STRATEGIES**
► Ezinqoleni Community aims to preserve the rural culture and rural nature of the municipality as a key distinguishing factor. ►The current predominant rural character often perpetuates a monogamous economic land scape.	► A dualistic and sometimes conflicting situation arise where the preservation of the rural nature could hamper economic development or vice versa. ►The lack of spatial diversity negatively affects living quality, economic opportunity as well as a justification for public investment.	1. Enhance regional identity and unique character of place by the incorporation of rural standards in spatial planning. 2. Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic development.
SPATIAL EQUITY		
SPATIAL ISSUES	**EFFECTS**	**SPATIAL STRATEGIES**
► Many communities do not have easy **access to service and economic opportunities** found in Ezinqoleni and other nodes. ► Clear and **uneven distribution of employment opportunities** exist between Ezinqoleni Town and most of the rural areas. ► Public **facilities and services are being scattered** across community areas rather that grouped together at access points, although this is emerging in some areas. ► While economic	► It is expensive and time consuming for poor rural families to move to places of employment and social facilities. ► Limited employment opportunities result in high levels of commuter traffic, experienced in especially the Ezinqoleni Town Centre. ► If community facilities are scattered in different locations then the thresholds (number of people needed) to promote local development activities and access to opportunities is decreased. ► High degrees of segregation between places	1. Provision, upgrading and maintenance of **key distribution routes and link roads to corridors**. 2. Promotion of economic activities in **closer proximity to the rural unemployed**. 3. **Clustering of social and community facilities** at more accessible points within rural service nodes. 4. Promotion of private sector **investment in rural areas within diverse economies.** 5. **Spatial focus of resources** to areas of greatest need to redress inequalities in services standards and quality of life. 6. Equitable **protection and support**

integration occur to some extent in the Ezinqoleni Town Centre, for the most part economic barriers continue to prevail. (E.g. very limited economic investment in outer laying areas)	of work and home and uneven access to social and economic activities within the total Ezinqoleni area.	**of rights** to and in land. 7. Promote participatory and **accountable spatial planning and land use management** within all areas of Ezinqoleni Municipality.
SPATIAL EFFECIENCY		
ISSUES	**EFFECTS**	**STRATEGIES**
► Historic and current rural land use patterns outside of Ezinqoleni Town do not support principle of efficiency. ► Economic investment mainly in Ezinqoleni town. ► General lack of clear nodal clustering is contributing to inefficient spatial structure. ► Lack of structured spatial economic strategy and/or co-ordination to guide private investment.	► The poor condition of certain vital distribution routes is costing the local rural communities in terms of time and money. ► Effective transport service is hampered by road conditions which impacts on accessibility of opportunities for the rural poor. ► The fluctuation subsistence agricultural production causes an increased pressure on urban economic opportunities within Ezinqoleni and an evident poverty trap. ► The location of housing options mainly in rural areas means long and expensive journeys to work and social facilities. ► Economic investment occurs on an ad hoc basis and is scattered by sporadic opportunities.	1. Provision, upgrading and maintenance of **key distribution routes**. 2. **Rural Infill planning and Settlement Restructuring** is required to make the delivery of services more cost effective. 3. **Stimulation of Ezinqoleni Town and Rural Service nodes** to promote sufficient market thresholds. 4. **Phased Planning around bulk capacities** to ensure more cost effective developments. 5. Promotion of **economic opportunities in close proximity to residential functions** (where sustainable). 6. **Planning alignment** with surrounding municipalities and sector strategies.
SPATIAL SUSTAINABILITY		
SPATIAL ISSUES	**EFFECTS**	**SPATIAL STRATEGIES**
► Insufficient maintenance of existing physical infrastructure. ► Conservation worthy and	► The people in outlaying rural areas have low per capita income, which often means that full services are unaffordable and this leads to	1. Protection and use of natural hydrological systems. 2. Plan service standards in line with **economic and**

sensitive areas are being lost to other competing land uses in the majority of rural areas. ► Daily rural living activities are contributing to localised water pollution. ► Current lack of land management in rural settlements, the clearing of natural vegetation, conversion of agricultural land and inadequate storm water provisions have high costs for remedial and mitigation actions, e.g. damage to roads and houses after heavy rains.	non-payment which is financially unsustainable for the municipality and the rural poor. ► Once disrepair reaches a critical point complete reconstruction is required at a greater cost. ► Pollution impacts on human health and living conditions and limits future agricultural and tourism development potential, with implications for export competitiveness, and health costs.	**environmental affordability**. 3. **Conservation and maintenance** of infrastructure and resources are better than replacement. 4. **Fragmented spatial structure causes rural sprawl** and should be countered within parameters of rural culture. 5. Improved **land management measures** to control potential conflicts are required. 6. Protect productive land for agricultural purposes. 7. Identify and promote alternative infrastructure solutions within landscape of municipality.

Table 5: Spatial and environmental trend analysis

3.1.15 SPATIAL AND ENVIRONMENTAL OPPORTUNITIES AND CONSTRAINTS

3.1.15.1 OPPORTUNITIES

- Integration of natural open space areas into the spatial development framework of the area as "assets" that add value to development – i.e. inclusion into the development fabric and allocation of active roles of these areas for the visual amenity they offer, recreation / tourism use, as noise and heat buffers, and spiritual purposes.

- Large pockets of natural open space between the headwaters and river mouth of major rivers provide important buffer / flood attenuation service - reducing risk to coastal and low-lying areas. Investment into the management of these areas could be leveraged on the basis of offsetting the damage to private and public infrastructure experienced in 2008.

- There is a need to explore opportunities for creating employment through implementation of rehabilitation programmes; such as working for water, donga restoration, or forest restoration, in traditional rural areas.

- The need of using / managing natural open spaces, particularly those of conservation areas, as biodiversity offset areas. These areas can also possibly be registered under the Ezemvelo KZN Wildlife Stewardship Programme.

3.1.15.2 CONSTRAINTS

- Natural open space is one of the dominant land uses within all catchments units, particularly Mzimkhulu (s) and Mtamvuna (s), with more than 70% natural open space coverage.

- Many of these natural open spaces are already under pressure from other uses, and ecosystem service supply levels are reduced. This limits the ability of these ecosystems to absorb increased impacts associated with inappropriate future development and there will need to be a high level of servicing of such development to prevent transferring additional pressure onto the receiving environment. This will have cost implications.

- Given the importance of Ezingoleni as a generator of ecosystem goods and services locally and for downstream areas, the key natural open spaces, should not be transformed or fragmented by development of roads networks or otherwise. This will impact on possible route alignments of new road networks, and on areas available for various types of development.

- Demand for harvesting of natural resources is exceeding supply in majority of traditional rural areas, resulting in degradation of environmental assets, particularly Riparian, Bushveld, and Grassland areas. This demand is driven by a dependence on natural resources base to sustain rural livelihoods. There is a need to protect and enhance the management of these areas in order to secure a more sustainable supply of these natural resources.

- In order to secure a high level of robustness in the supply of ecosystem goods and services, key natural asset areas should remain interlinked by corridors of green space, which may impede the route alignment alternatives for certain linear infrastructure types such as roads.

- Need to protect remaining areas of extensive and intensive commercial agriculture within Ezingoleni where possible, given that this is one of the more productive agricultural areas within the province of KwaZulu-Natal. Also need to diversify commercial agriculture and intensify small-scale agriculture in traditional areas.

- High rates of water abstraction for commercial agriculture and forestry has already exceeded the supply of water, particularly to coastal region. Severely limits opportunities for expanding large-scale agriculture and forestry, and water-intensive industries.

- Preservation of grasslands, particularly KwaZulu-Natal Coastal Belt Grasslands and KwaZulu-Natal Sandstone Coastal Sourveld, is a priority for many environmental groups.

- Demand for ecosystems to supply waste assimilation and dilution service already exceeded in most catchment units. Large areas of Ezingoleni which are not connected to waterborne sanitation servicing, which increases the diffuse inflows of wastewater with low levels of treatment into the receiving environment.

- Given the sensitivity of environmental assets within Ezinqoleni and potential impacts on coastal regions, new industries will require high levels of servicing (e.g. stormwater, WWTW etc.) at an extra cost to limit their impact on the receiving environment.

- Improved access is required to many of the hinterland regions before the eco-tourism potential of these areas can be realised.

3.1.16 SWOT ANALYSIS

STRENGTHS	**WEAKNESSES**
• Good natural attractions • Established tourism products and infrastructure along the Oribi Gorge corridor • Strategic location along the N2 Corridor • High Value Agriculture • Heritage Site • Potential Town Development • Agri- Village Development • Rural development Focus • Water catchments • Commercial farmers • Existence of ecotourism areas	• No comprehensive and co-ordinated tourism development strategy • Lack of solid partnerships for tourism development • Weak service levels • Poor infrastructure in rural areas • Slow land reform • Lack of bulk infrastructure to promote growth of the retail sector • Poor roads, networks systems
OPPORTUNITIES	**THREATS**
• Other sectors such as agriculture/ manufacturing can be linked with tourism	• Steep and often rocky topography of Ezingoleni is a major limiting factor, with limited remaining flat

• Formalisation of Town and Urban Development • Agrarian Land Reform • Urban Development • Transport network opportunities to grow economy.	land that can be developed.

Table 6: Spatial and Environmental SWOT analysis

3.2.1 DISASTER MANAGEMENT

In Ezinqoleni Municipality there is only one personnel in the Disaster Management Unit in the whole municipality and is also responsible for firefighting, hazards and flooding. There is an organisational structure for risk reduction within the municipality which includes Local Management, the Disaster Management Advisory Forum and the Interdepartmental Disaster Management Committee. Ezinqoleni Municipality has a budget of R250 000 set aside for Disaster Management . The municipality uses the Ugu District Disaster Management Centre.

Ezinqoleni Municipality conducted disaster risks assessment and the following was unearthed;

- Drought is prone in all Wards except Ward 1
- There is high probability of Human Diseases throughout the municipality
- Forest Fires and veld Fires are a major concern in all Wards
- Fire in Informal Settlements are common throughout the municipality
- Severe Storms (heavy rainfall) are prone in all Wards
- Severe Storms (wind) are prone in all wards
- Severe Storms (hail) have a high probability in Ward 1 and 4
- Severe Storms (lightning) is an issues in Wards 1, 2 ,3, 4 and 5, and least prone in Ward 6
- Spillage and Release (Storage and Transportation) are prone in Ward 2 and 6

Also observed from the disaster risk assessments are the frequency of these disasters and the following was observed;

- Droughts are common on a once year scale in Ward 2, to once every 5 year scale in Wards 3,4 and 6, and once in every 20 years in ward 5.
- Veld fires and Forest Fires occur once a year in Wards 1, 2,3,4 and 5; and they occur on a monthly basis in Ward 6
- Floods occurs throughout the municipality in a range from once in 20 years to once a month
- Heavy Rainfall occurs once a year in Ezinqoleni

- Strong Winds occurs once a year in Ezinqoleni
- Severe Hail Storms occur in the Municipality ranging from once a year to once every 5 years
- Severe Snow Storms happen every 20 years in Ezinqoleni
- Severe Lightning Storms have an occurrence of once a year in all Wards
- Spillage and Release (storage and Transportation) occur once a year in all Wards expect in Ward 2, where it occurs once a month
- Dam Structural Failure occurs once in 20 years in Ezinqoleni

3.2..1.1 Risk Reduction

Risk Reduction Plans providing for prevention and mitigation strategies have been compiled through a participative process. The municipality has Risk Reductions Plans that aim to reduce the risks of vulnerable communities to acceptable levels. In preparing their Risk Reduction Plans, the Municipality will have to apply their minds and come up with cost-effective and innovative risk reduction solutions. The Disaster Management unit of the Municipality must assist immediately, but if the disaster falls the outside the mandate of the municipality, the municipality should establish a lobbying and monitoring mechanism to motivate the need for the assistant in the correct governmental or societal sector and to track progress.

When a catastrophic event occurs or is threatening in the area of the municipality, the Disaster Management Section will determine whether the event is a disaster in terms of the Disaster Management Act and alert Disaster Management role players in the municipal area that may be of assistance in the circumstances; initiate the implementation of the disaster response plan or any contingency plans and emergency procedures that may be applicable in the circumstances; and Inform the National Disaster Management Centre, the KZN Provincial Disaster Management Centre and the Ugu Disaster Management Centre of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster. The Council may make by-laws or issue directions, or authorise the issue of directions to:

- Assist and protect the public;
- Provide relief to the public;
- Prevent or combat disruption; or
- Deal with the destructive and other effects of the disaster.

Staff and resources are limited and therefore it is difficult to effectively implement the disaster management responsibilities and activities. Protocol lines are also blurred especially during major incidents as there is no call centre or dedicated number for incident management.

Ezinqoleni Municipality has trained over 150 volunteer fire fighters and 10 Volunteer Core Unit that hold first aid training through the Ugu District Disaster Management Centre. The municipality facilitates Disaster Management Awareness Campaigns. There is a Disaster Management Forum within the municipality.Ezinqoleni Municipality has for the past four years been able to provide relief. The municipality is also assisted by various departments such as Provincial and National departments

3.1.2.4 SWOT ANALYSIS

STRENGHTS: • The municipality has stock of tents and blankets • 150 volunteer fire fighters and 10 Volunteer Core Unit have been trained through the Ugu District Disaster Management Centre • Ugu District Disaster Management Centre is the hub of information on issues pertaining to Disaster Risk Management • There is collaboration between Ezinqoleni and other municipalities within the Ugu District family • Information relating to the hazards in the area are shared amongst the municipalities, together with resources in the form of shared service • Information on hazards is analyzed on regular basis, and that same information created from the basis for discussions during our consultations to identify and prioritize hazards.	**WEAKNESSES:** • There is minimal existing documentation, policies and plans in place pertaining to Disaster Management • The municipality operates on ad hoc basis without a Disaster Management Plan, Risk Reduction Plan and Preparedness Plan • Staff and resources are limited and therefore it is difficult to effectively implement the disaster management responsibilities and activities • There is no call centre or dedicated number for incident management.
OPPORTUNITIES: • Ezinqoleni municipality has a good working relationship with the Ugu District Disaster Management Centre • Reference is made to Ugu district Disaster management framework which sets guidelines for the municipalities, the Risk Assessments and other activities conducted.	**THREATS:** • The Disaster management plan is reviewed as per IDP annual review to ensure that the municipality comply with the act before amendments or additional regulations are enforced • There is no communication with role players and stakeholders in the area to ensure that they are all aware of the hazards and strategies in place to assist with risk reduction, mitigation and preparedness • The DMP is not communicated to the community and relevant stakeholders which hinderes successful and effective implementation of the disaster management plan.

Table 7: Disaster management SWOT analysis

SECTION C: SITUATIONAL ANALYSIS

C2 DEMOGRAPHIC CHARACTERISTICS

This section analyses Ezinqoleni municipality demographics as presented by data from Statistics South Africa Census 2011. From this analysis one can start to draw key trends that have assisted in formulating strategic interventions as informed by the numbers on the ground.

3.2.1 POPULATION

The total population of Ezinqoleni Municipality as per the results from Census 2011 was at 52 540. This total number only accounts for 7.3% of the total population of Ugu District, making Ezinqoleni the least populated municipality within the district. When comparing the recent statistics with those of the previous census in 2001, one can note that the total population was slightly higher with a total of 54 775. This drop in the total population is assumed to stem mainly from outward migration due to the rural nature of the municipality, necessitating the need to move in order to find seek employment. The other possible explanation for the decrease in the total number of residents is mortalities due to HIV/AIDS. Although there are no specific statistics to support this, there has been an increase countrywide in the reported cases of HIV/AIDS.

	1996	2001		2011	
MUNICIPALITY		N	%	N	%
Ezinqoleni	**47547**	**54 775**	**7.8**	**52 540**	**7.3**

Table 8: Ezinqoleni Population (Statistics South Africa, 2011)

3.2.2 AGE GROUPS

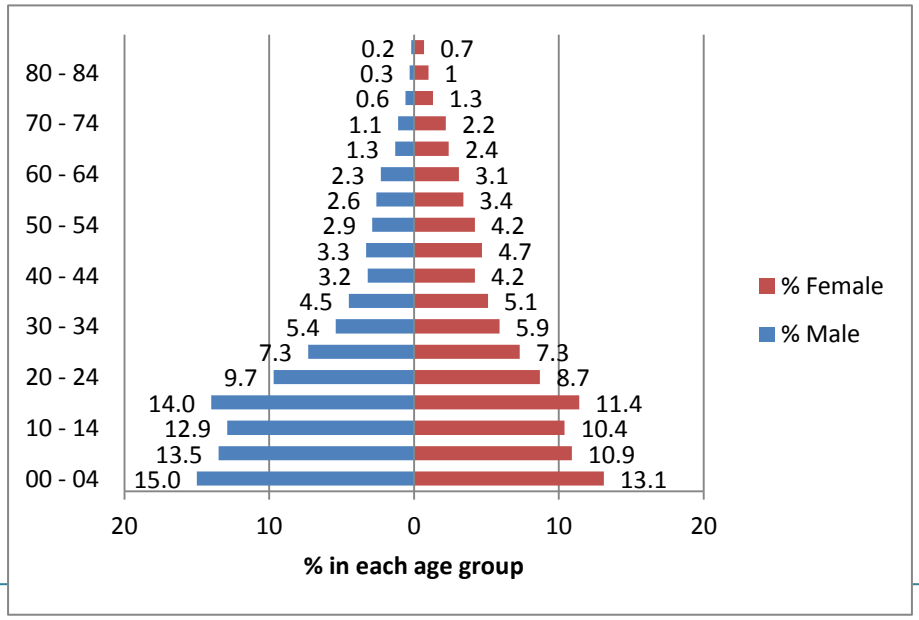


Figure 1: Population in five-year age group by sex, Ezinqoleni Local Municipality (Statistics South Africa, 2011)

From the above graph, it is evident that the majority of the population in the municipality is under the age of 19. Residents

below the age of 19 are still of school going age. This further validates the argument of outmigration as it is generally prevalent with residents that either leave to seek institutions of higher learning or those that that are economically active and leave to seek employment opportunities. The decrease in the total population in ages 50 and above can be attributed to high mortality rates in those age groups. From these statistics, it is evident that the municipality needs to start prioritizing projects related to youth development. This includes the provision of bursaries, disease and teenage pregnancy awareness campaigns and sports and recreation.

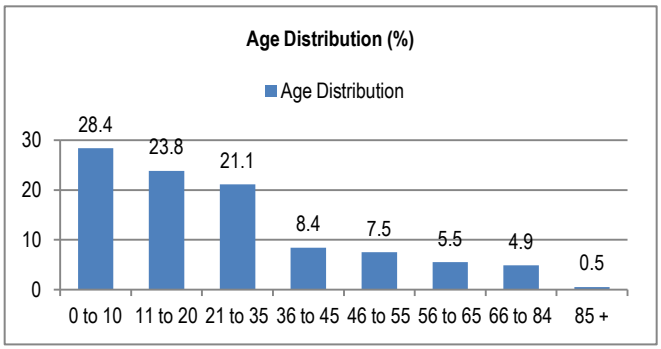
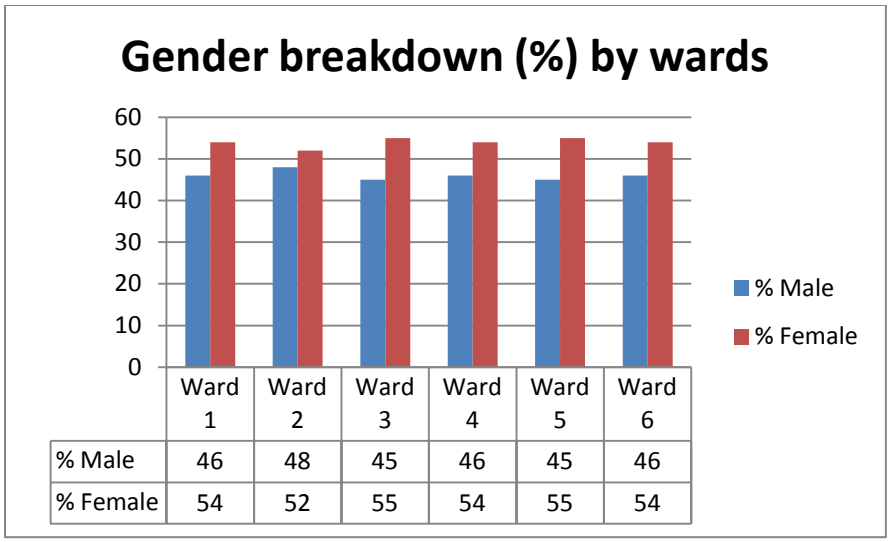


Figure 2: Age Distribution in Ezinqoleni (Statistics South Africa, 2011)

The age distribution combining both male and female is indicated above. This graph clearly outlines the percentage contribution of each age group to the total population of the municipality. The notable trends are those of the majority of the population being of school going age. Ages between 0-35 make up 53% of the total population.

3.2.3 GENDER RATIOS

From the above table, it is evident that females form the majority of the population. In rural settings, gender roles predominantly specify the males as the breadwinners in the family. Based on this assumption, one can conclude that the difference in the gender breakdown within the municipality is due to: the general fact of females forming the majority of the population countrywide and, the outmigration of males in search for better employment opportunities.



	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6
% Male	46	48	45	46	45	46
% Female	54	52	55	54	55	54

Figure 3: Gender breakdown by ward (Statistics South Africa, 2011)

3.2.4 Population Groups

Geography by Population group and Gender for Person weighted										
	Black African		Coloured		Indian or Asian		White		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Ward 1	3306	3933	-	2	10	7	69	59	-	1
Ward 2	3373	3622	5	2	11	3	150	131	1	1
Ward 3	4557	5609	12	11	11	14	7	5	-	1
Ward 4	4277	5037	27	31	17	22	7	4	4	1
Ward 5	4753	5767	-	1	-	2	-	2	1	2
Ward 6	3453	4150	13	7	4	2	6	4	24	3
Total	**23720**	**28118**	**58**	**54**	**54**	**51**	**239**	**206**	**30**	**10**

Table 9: Geography by Population groups (Statistics South Africa, 2011)

The table above and the graph below illustrate the geography by population group and gender for the municipality. One of the key implications of the rural nature of the municipality is the natural dominance of the Black African population. Currently, the Black African population accounts for 98.7 percent of the total population. The white population is the second dominant population with a significantly low 0.8% contribution, followed by the Coloured and Indian/Asain population with 0.2% contributions respectively.

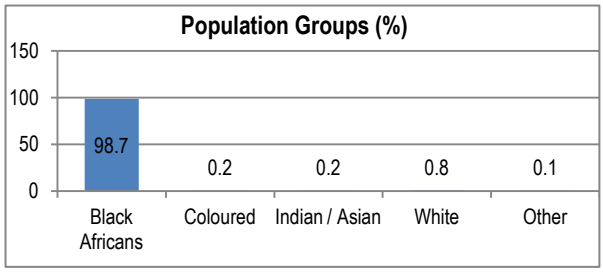


Figure 4: Population Groups(Statistics South Africa, 2011)

3.2.5 HOUSEHOLDS

	1996	**2001**	**2011**
Total population	47 547	54 775	52 540
Number of households	8598	10746	11472
Average Household size	**5.5**	5.1	4.6

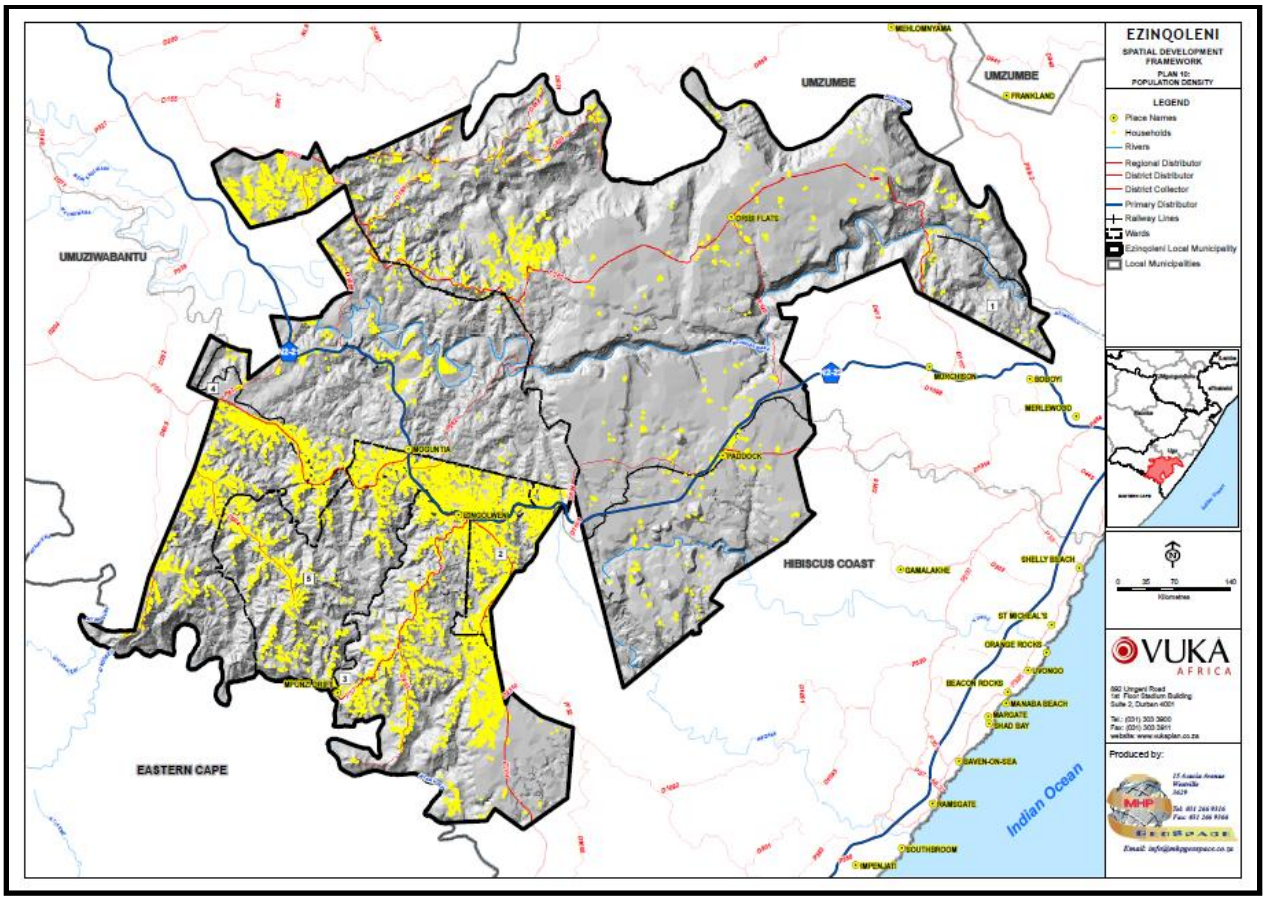
Table 10: Average Household size (Statistics South Africa, 2011)

The average household size for Ezinqoleni is calculated by subdividing population with the number of households recorded. Between 1996, 2001 and 2011, there has been a gradual increase in the number of households within Ezinqoleni Municipality. This trend has not correlated with that of the population, meaning, the decrease in the total population has not equated to a decrease in the number of households. It has, however translated itself to a decrease in the average household size.

3.2.6 SPATIAL POPULATION DISTRIBUTION

The map below depicts population densities within the municipality. It outlines areas where most of the residents have settled. From the map, one can start to make linkages between the economic nodes, as identified in the spatial section above, and the settlement patters that exist. The key influencing factor to the settlement patterns is the oribi conservation areas towards the north. The steep inclines in the northern parts have limited the availability of suitable residential land.

This creates a lot of challenges with regards to equal provision of services, as well as the identification of a common Economic Development Initiatives to impact on the livelihoods of all residents in the municipality. It will be necessary to identify potential areas for densification, where provision of services can be done cost-effectively, and efficient economic initiatives could be implemented.



Map 14 : Population distribution

3.2.7 KEY TRENDS

- The municipality experienced a decrease in the total number of residents between 2001 to 2011
- Currently the dominating gender in the municipality is the females with the dominating population group being Black Africans.
- A majority of the population is under the age of 19
- An increase in the number of households has resulted in a decrease in the average household size.

SECTION C: SITUATIONAL ANALYSIS

C3 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

3.3 INSTITUTIONAL ARRANGEMENTS

3.3.1 ADMINISTRATION

The municipality has a total of 4 Departments that are in charge of various sections in the running of the municipality and are headed by Section 54 and Section 56 Managers. These Departments are as follows:

- Office of the Municipal Manager
- Budget and Treasury Office
- Technical and Community Services Department
- And Corporate Services Department

3.3.2 POLITICAL ARRANGEMENTS

Ezinqoleni Municipality is governed by a plenary executive system. The council of the municipality is made up of eleven (11) councilors, six (6) ward councilors and five (5) proportionally elected (PR) councilors and is chaired by the Speaker, His Worship the Mayor Cllr M.A Mpisi. Contained in the list below is the list of all ward and PR councilors within the municipality.

Ward Councillors	Proportionally elected Councillors
Cllr. S.A Khawula	**Cllr B.O Ngcobo**
Cllr. B.C Mzobe	**Cllr T.M Cele**
Cllr. S.A Ngcece	**Cllr S.E Khawula**
Cllr. H.P Mbatha	**Cllr P.H Mthiyane**
Cllr. M.A. Mpisi	**Cllr M.P Cele**
Cllr. B.D Nyawose	

Table 11: Ezinqoleni Councillors

Council further established four (4) portfolios to ensure the constant monitoring of performance within the municipality. These portfolios sit monthly and are illustrated below.

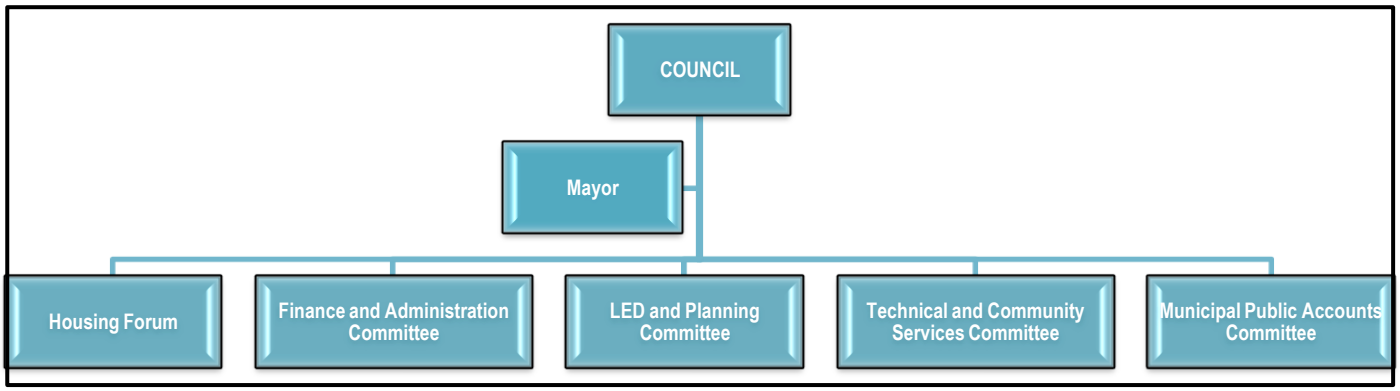


Figure 5: Political Portfolios

Listed below are the Chairpersons and members of each of the portfolio committees.

Committee	Chairperson	Members
Local Economic Development and Planning	Cllr P.H Mthiyane	• Cllr MA Mpisi • Cllr TM Cele • Cllr BD Nyawose • Cllr SE Khawula • Cllr MP Cele
Technical and Community Services	Cllr T.M Cele	• Cllr BC Mzobe • Cllr SA Ngcece • Cllr SA Khawula • Cllr BO Ngcobo • Cllr SE Khawula
Finance and Administration	Cllr H.P Mbatha	• Cllr MA Mpisi • Cllr BC Mzobe • Cllr SA Khawula • Cllr BO Ngcobo • Cllr SE Khawula
Municipal Public Accounts Committee	Cllr B.O Ngcobo	• Cllr TM Cele • Cllr SA Khawula • Cllr SE Khawula • Cllr PH Mthiyane

Table 12: Chairpersons and Members of portfolio committees

In addition, the Council is constituted by 3 political parties in a form of public representation, which is as follows:

Political Party	Number of Representatives/ Councillors
African National Congress	8
National Freedom Party	2
Inkatha Freedom Party	1

Table 13: Political Representation

3.3.3 MUNICIPAL POWERS AND FUNCTIONS

The Constitution of the Republic of South Africa (1996), the Municipal Structures Act (Act no 117 of 1998) and Municipal Demarcation Board Act prescribes different powers and functions to the different categories of municipalities.

Sections 156 and 229 of the Constitution set out the powers and functions of municipalities. Section 83 (2) of the Structures Act qualifies section 83 (1) by providing for the division of powers and functions in the case of a district and its family of local municipalities.

3.3.3.1 Municipal status on the performance of powers and functions

This analysis is done as prescribed to its category of municipalities by the Constitution of the Republic of South Africa, Act no. 108 of 1996 and the Municipal Demarcation Board:

The Municipal Demarcation Board (MDB) has developed a rating system to determine the necessity of a municipality to perform its functions. The rating is explained as follows:

1 = The function must be performed
2 = The function should be performed
3 = The function can be performed depending on the situation of a municipality

FUNCTION	MDB RATING	STATUS OF THE MUNICIPALITY WITH REGARD TO THE PERFORMANCE OF THE FUNCTION
Air Pollution	3	The municipality currently does not perform this function as due to limited human resource capacity.
Building regulations	2	The municipality has adopted building regulation bylaws but still faces challenges with enforcement. .
Child Care Facilities	2	The municipality currently relies on various government departments for this function.
Electricity and Gas reticulation	2	The municipality does not have the capacity to execute this function. There are no systems in place for the implementation of this function, however, the municipality provides indigent households with paraffin and candles.

Fire Fighting Services	1	This function is shared with Ugu District and Hibiscus Coast Municipalities
Local Tourism	3	Shared service with Ugu District Municipality through South Coast Tourism
Municipal Airport	3	The Municipal area does not have airports.
Municipal Planning	1	Strategic planning is performed in house and the municipality has a Shared services for spatial planning and land use development and control
Municipal Public Transport	2	The municipality is considering developing necessary by-laws regarding the performance of this function. This function has never been implemented.
Storm water Management Systems in Built-up areas	1	The municipality performs this function
Trading Regulations	3	The municipality regulates formal trading through the issuing of business licences. .
Billboards and the Display of Advertisements in public	3	The Municipality is in the process of developing necessary by-laws to effect this function, at present it rests with the Strategic planning office.
Cemeteries, funeral parlours and crematoria	1	The municipality in collaboration with Ugu District Municipality attempted the Cemetery function and could not be implemented in the area due to traditional beliefs and community resistance to embrace it. Regarding funeral parlours and crematoria, the municipality has to develop by-laws.
Cleansing	2	The municipality performs this function but is still largely limited to the CBD.
Control of public nuisances	3	The municipality has no capacity to perform this function.
Control of undertakings that sell liquor to the public	1	The municipality has no capacity to perform this function
Fencing and Fences	2	The municipality does not perform this function due to financial constraints.
Licensing and control of undertakings that sell food to the public	1	This function rests with the LED section working together with Ugu District Municipality
Local Sport Facilities	3	The Municipality performs this function with the assistance of the Department of Sport and Recreation.
Municipal Roads	1	The municipality performs this function through its funds and funding from MIG
Pounds	2	The Municipality is unable to perform this function due to financial constraints.
Public Places	3	The Municipality performs this function
Refuse Removal, refuse dumps and solid waste disposal	1	The municipality performs this function the CBD area only due to financial constraints. The municipality further has a challenge of a disposal site.
Street Trading	2	The municipality has adopted street trading bylaws and is in the process of adopting an informal economy policy.
Traffic and Parking	3	The municipality currently does not perform this function.
Street Lighting	3	The municipality performs this function at a limited scale due to financial constraints

Table 14: Municipal Powers and Functions

3.3.4 ORGANISATIONAL STRUCTURE

3.3.4.1 Corporate Services Department

The corporate services department is largely responsible for the day-to-day administration and management of the municipality. It is broadly responsible for ensuring that the municipal officials have all the necessary tools to undertake their responsibilities, are capacitated with necessary skills for the execution of their scope of work and oversee that the working conditions are favorable. This department is made up of four (4) main sections:

- Human Resource development
- Administration
- Auxillary Services
- ICT
- Disaster Management

Human Resource development

The Human resource development unit is responsible for ensuring that there is sufficient human capital within the municipality to undertake all the powers and functions as prescribed by the constitution and all strategic intervention and performance targets as set by council. Central to this, is the formulation of various training and development strategies to ensure that the existing workforce is capacitated to perform their responsibilities. This unit is currently run by the Human Resources Officer.

Administration

The administration section is responsible for providing secretariat support to all the portfolio committees in the municipality and the general administration for the municipality. It deals with the administration of the reception area, provision of secretariat for all municipal meetings, forums and committees. It is also responsible for ensuring people centred customer care for the community and that municipal officials abide by the code of conduct.

Auxiliary services

This section is divided into records management and fleet management. The municipality relies on the records unit for the filing of all resolutions that were taken in council meetings, minutes of all management of portfolio meetings and all municipal records. The municipality currently runs this process manually as there is no electronic system in place.

Fleet management plays a huge role in ensuring that all municipal vehicles are in good condition and that no unauthorized drivers operate any municipal vehicle.

Information Technology

This unit was formed in the 2012/2013 financial year which culminated in the hiring of an IT technician who, from time to time updates the municipal website inline with all legislative requirements. This unit is also in charge of assisting employees with any IT related queries.

Disaster Management Unit

This unit is responsible for response to disasters and community awareness of any possible disasters. The disaster forum sits quarterly to discuss any issues that arise. The municipality is in a shared services agreement with Hibiscus Coast Municipality for firefighting services. This is due to the absence of a fire fighting truck in the municipality and the fact that there is no inhouse capacity to perform this function. The most frequently reported disasters are those related to flooding and heavy rains.

apart from the activities listed above, this office is also largely in charge, along with the Municipal Manager, of handling negotiations related to the merger, especially with issues around employee management. Below is the organogram for the corporate services department illustrating vacant and filled positions. The organogram illustrates that there is no vacant post within this section. Although there department experienced a resignation of a committee clerk, the post was shortly thereafter advertised and filled after a submission was made to the Technical change management committee.

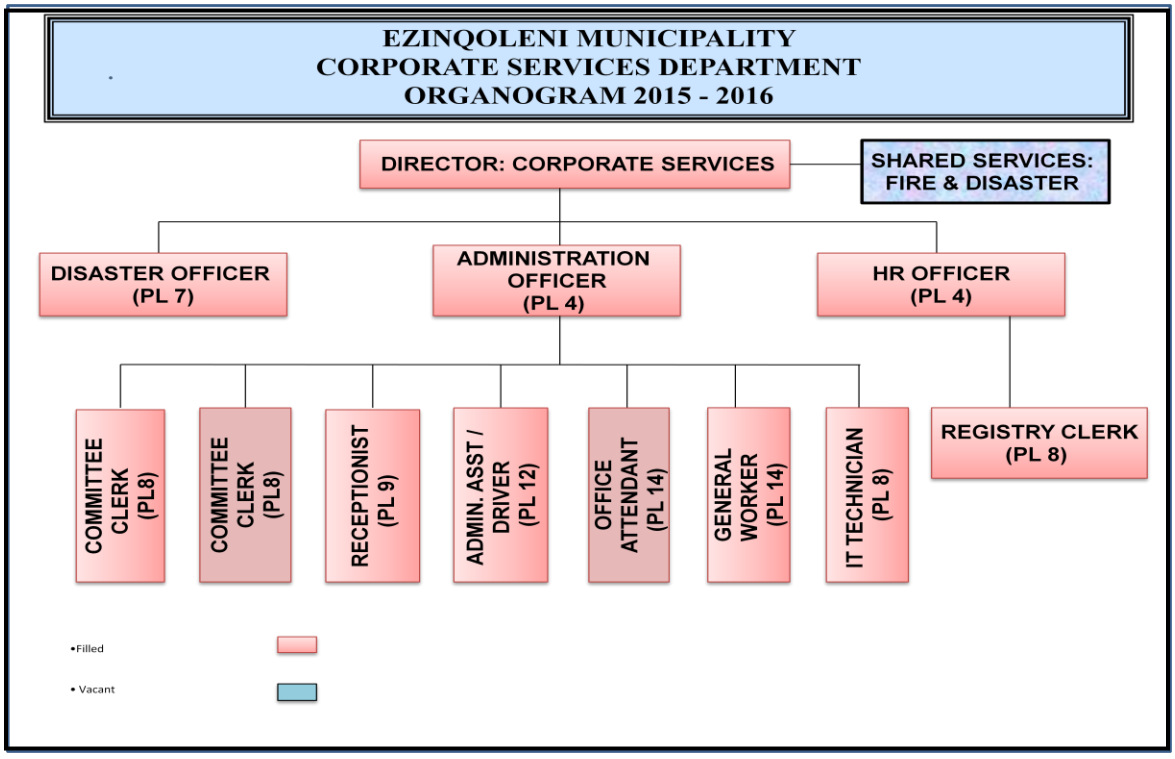


Figure 6: Corporate Services Organogram

3.3.4.2 Technical and Community Services

This Department is responsible for the implementation of all infrastructure projects that are delivered to the community, e.g. road construction, water connection, building of community structures like halls, crèches etc and construction of sports facilities, waste management and most importantly provision of houses to local communities.

The other function of this Department is to ensure that whenever a certain project is implemented, legal stipulated guidelines are followed by all the stakeholders, e.g. the principles of Extended Public Works Programmes (EPWP) are complied with, regulated working hours and safety of workers are not compromised for bigger profits.

This department is mainly responsible for road infrastructure, waste management and community services such as libraries, community halls and sports fields. Although it does not play a direct role, this section is also responsible for facilitating the provision of housing with the Department of Human Settlements, facilitating the provision of electricity with Eskom and the provision of water and sanitation working with Ugu District Municipality.

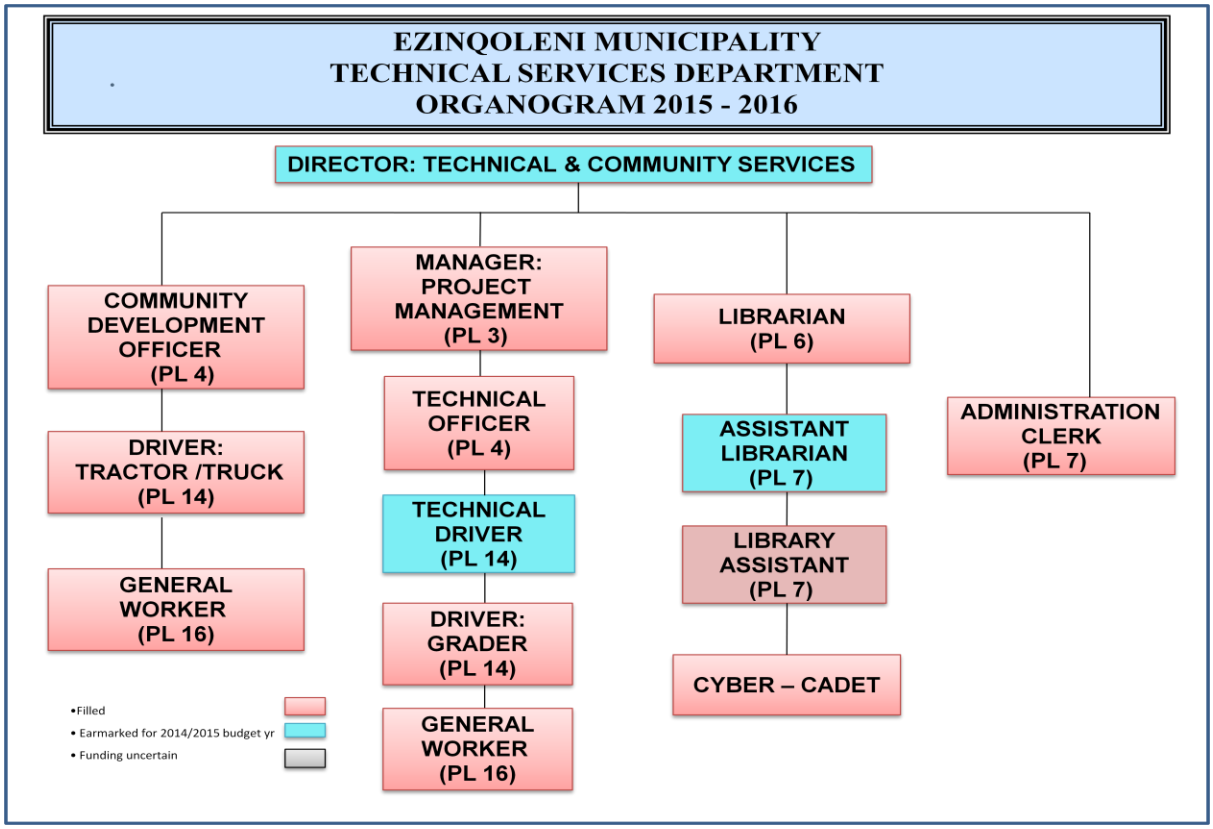


Figure 7: Technical Services Organogram

A total of 11 out of 14 posts are currently filled as indicated by the organogram above. The assistant librarian post has been advertised during the 2014/2015 financial year but the municipality is still to make any appointments. The Director Technical Services vacancy occurred during the 2014/2015 financial year when there was a resignation. Because of issues related to the merger with Hibiscus LM and the freezing of posts the Technical Change Management Committee has advised that the post would not be advertised. Currently the project management Manager is the Acting Director Technical Services.

3.3.4.3 Budget and Treasury Office

The function of the Budget and Treasury office is to ensure effective financial management within the Municipality, which encompasses and underscores the following fundamental functions and responsibilities:

- Financial planning
- Preparation of budget
- Development of financial statements
- Implementation of the MPRA
- Ensuring that public spending is done legislatively and cost effectively
- Monthly and quarterly reports to provincial and national department
- Implementation of the Supply Chain Management Policy
- Management of grants and other revenue that the municipality receives throughout the financial year
- Management of income and expenditure
- Budget control
- Payment of staff salaries

The organogram below outlines the filled and vacant positions within the Budget and Treasury office. The department currently has 2 vacancies: SCM practitioner and financial reporting accountant. Due to the current human resource within the department, the municipality made a submission to the TCMC for the filling of these posts which have since been advertised. The municipality however makes use of the five interns and in this way fulfills its skills development mandate whilst executing financial duties of local government.

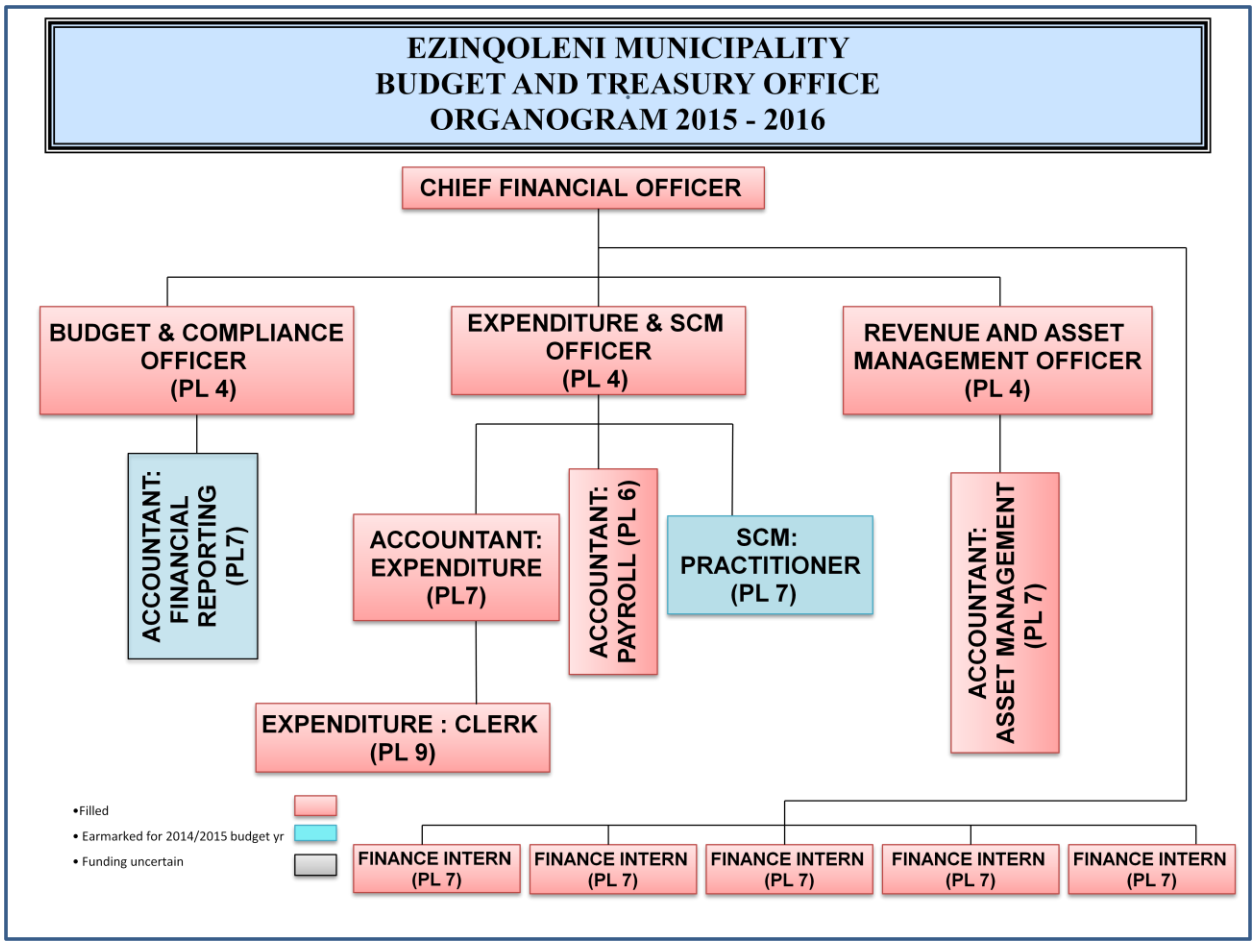


Figure 8: Budget and Treasury Office Organogram

3.3.4.4 Municipal Manager's office

The Office of the Municipal Manager is responsible for the following functions:

- Development Planning
- Town Planning
- Performance Management
- Local Economic Development
- Mayoralty and Communications
- Community participation
- Youth Development and Special Programmes.
- Internal auditing
- Risk assessments

This includes the preparation and management of the integrated development plans and its related sectoral plans, the processing of development planning applications, the preparation and review of the PMS framework in line with the IDP, economic transformations and empowerment of the people

through Local Economic Development, the coordination of mayoral executive support and corporate communications and marketing, youth development and initiatives to take care of vulnerable groups. The organogram below currently shows that the office of the municipal manager has two vacancies which both occurred during the 2014/2015 financila year. This presented a challenge to the municipality as these are considered critical posts. As it has been mentioned above that the Director technical service post would not be advertised and that the Project management Manager is currently acting in the position. The internal auditor post has also been advertised and in the interim the municipality has made arrangements with Hibiscus Coast Municipality to have their internal audit unit audit the financial and non financial performance of the municipality.

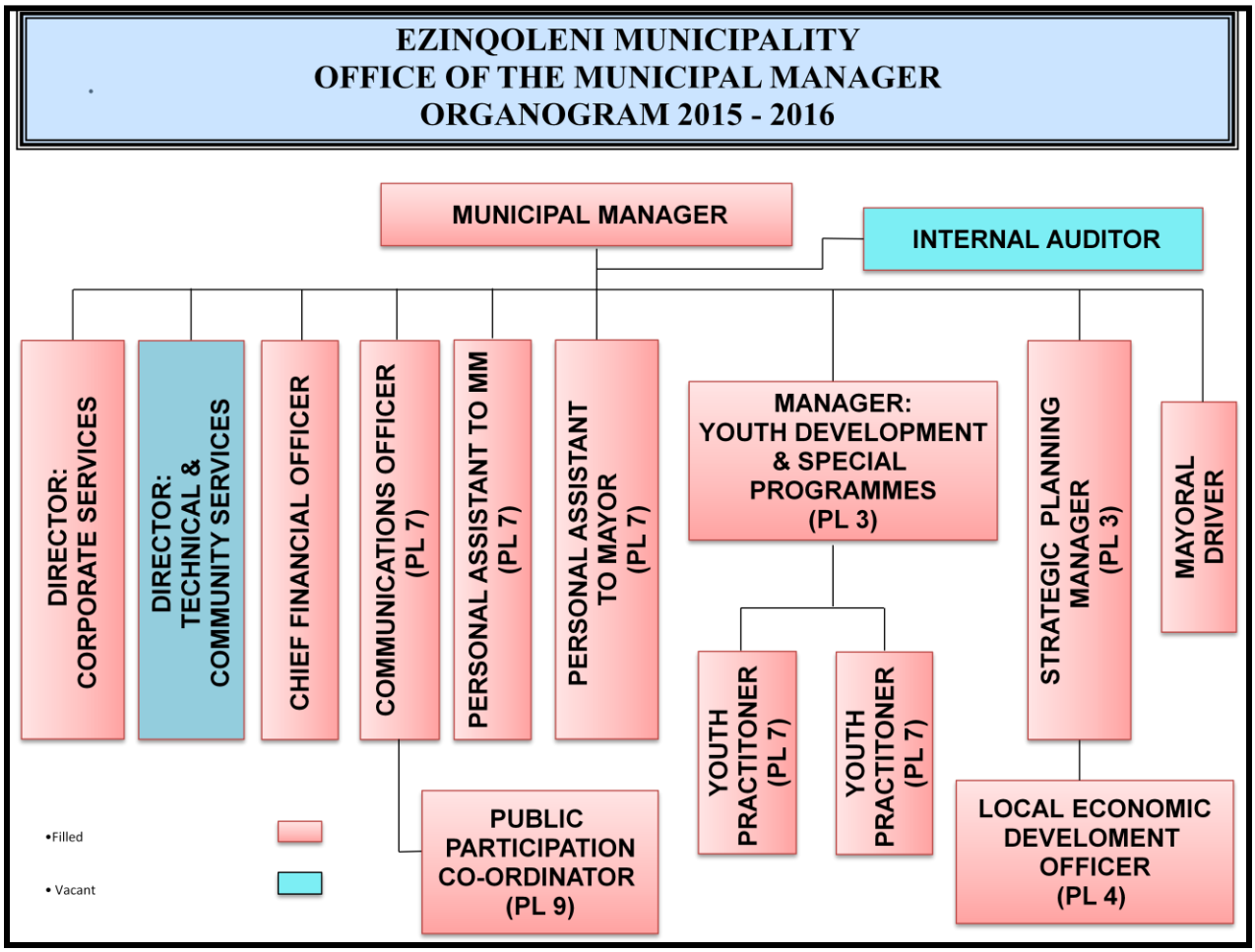


Figure 9: Office of the Municipal Manager organogram

3.3.5 MUNICIPAL INSTITUTIONAL CAPACITY

3.3.5.1 Institutional Capacity

The municipality currently has 53 out of 59 positions filled, accounting for an approximate 10% vacancy rate. Of these six vacant positions, one is a Section 56 position and the other (internal auditor), though not section 56, can be regarded as a critical post. The proposed merger with Hibiscus Coast Municipality has meant that the municipality has been discouraged in creating new posts that were not on the organogram that was forwarded to KZN Department of Cooperative Governance and Traditional Affairs. As a result, the municipality has no dedicated environmental specialist within the municipality. However, as outlined above, the municipality is committed to fulfilling all its developmental roles and as a result, where feasible, has explored other means. This can be summarized as having someone act in the position, entering into an agreement with a more capacitated municipality, relying on provincial departments or making use of interns.

Apart from issues listed above, the municipality has also made arrangements for other issues such as waste management and disaster management.

3.3.5.2 Skills Development

Ezinqoleni Municipality subscribes to LGSETA which, on annual basis requires the municipality to submit the Workplace Skills Plan tabling the planned training for the financial year. Included in the plan is the report on how the municipality has progressed in capacitating the employees according to their needs. The Municipality has within the stipulated time lines submitted this plan to LGSETA and has been getting rebate for spending on staff training. Municipality has always endeavoured to capacitate staff members in a drive to ensure that they perform better in their areas of competencies. The plan produced by the municipality has been adequate and talks to the gaps and needs of the municipality and has in the past been very effective.

The most evident improvement within the municipality s the enrolment and subsequent completion of MFMA competence requirements as per the regulations by all Senior Management. A number of other employees, specifically in the Budget and Treasury office have also completed the course. During the 2014/2015 financial year a further 5 employees from different department have also enrolled. The municipality also exposes its employees to numerous other trainings and further offers bursaries to employees enrolled in various institutions.

3.3.6 Human Resources Policies

Below is a list of all adopted municipal human resource policies. The municipality has adopted most of the required human resource policies, however the municipality prepare, adopt and implement a HRM strategy that is aligned to its powers and functions.

The implementation of critical policies such as Employment Equity remains a challenge as the municipality still faces an imbalance in the representation of special groups such as gender, disabled. This further translates itself in the section 54/56 positions which are 100% male dominated. The municipality has however balanced this with the appointment of the Strategic Planning Manager, the LED office, Public participation Practitioner and committee clerk who are all female.

HR Policies and Plans			
	Name of Policy	**Completed** %	**Reviewed** %
1	Affirmative Action		
2	Attraction and Retention	100	Reviewed
3	Code of Conduct for employees	100	Reviewed
4	Delegations, Authorisation & Responsibility	100	
5	Disciplinary Code and Procedures	100	
6	Essential Services		
7	Employee Assistance / Wellness	100	Reviewed
8	Employment Equity	100	Reviewed
9	Exit Management	100	Reviewed
10	Grievance Procedures		
11	HIV/Aids		
12	Human Resource and Development	100	Reviewed
13	Information Technology	100	Reviewed
14	Job Evaluation	100	
15	Leave	100	Reviewed
16	Occupational Health and Safety	100	Reviewed
17	Housing Policy	100	Reviewed
18	Subsistence & Travel	100	Reviewed
20	Official Working Hours and Overtime	100	Reviewed
21	Organisational Rights		
22	Payroll Deductions	100	Reviewed
23	Performance Management and Development	100	
24	Recruitment, Selection and Appointments	100	Reviewed
25	Remuneration Scales and Allowances		
26	Resettlement		
27	Sexual Harassment		
28	Skills Development	100	Reviewed
29	Smoking		

30	Special Skills		
31	Work Organisation		
32	Uniforms and Protective Clothing		
33	Other:		

Table 16: Human Resources Policies and Plans

3.3.7 Disestablishment and merger of Ezinqoleni Hibiscus Coast LMs

After every Local Government Elections the Municipal Demarcation Board reviews the municipal outer and ward boundaries taking into account a whole range of issues to determine the new set of municipalities and wards for the Republic. Main examples for issues that influences redetermination of boundaries include cases where there are split communities, need for technical alignment of certain boundaries including taking into account natural features and unviable municipalities in terms of population, geographic size and (potential) revenue streams.

The Municipal Demarcation Board conducts the determination of municipal boundaries as mandated by the Local Government: Municipal Demarcation Act, Act N°27, 1998. In terms of Section 21 of Municipal Demarcation Act, the Demarcation Board must determine municipal boundaries in the territory of the Republic; and may re-determine any municipal boundaries determined. It further states that, any determination or redetermination of a municipal boundary must be consistent with this Act and other appropriate legislation enacted in terms of Chapter 7 of the Constitution.

Following the 2011 Local Government Elections, the Board rolled out its municipal boundary redetermination programme. This time the process affected Ezinqoleni Municipality with the Board resolving that the municipal boundaries of Hibiscus Coast Municipality (KZ216) and Ezinqoleni Municipality (KZ215) predetermined by amalgamating the said municipality into one municipal area still within Ugu District Municipality (DC21). Necessary legislative processes were followed with public consultations and representations prior to taking the decision. Processes to get both municipalities ready to be a single new entity already started in earnest in 2014. The new entity is expected to exist on the eve of the 2016 Local Government Elections. As required by the legislation, the process is closely managed by the Political Change Management Committee advised by the Technical Change Management Committee. The latter consists of administration and the former consists of political leadership. In both cases, Ugu District Municipality chairs. The implications are simply that the two municipalities in most instances now work as one entity in the sense that they have to consult each other through the change management committees for key decisions. To this effect a Memorandum of Agreement has been signed between the two municipalities committing themselves to certain principles leading up to their restructuring and amalgamation. The following are the principles agreed to, the :

- alterations to the staff establishment;
- appointment of staff or the filling of vacancies unless of vital importance;
- upgrading of posts or promotions;
- increase in salaries and wages except as determined by the Bargaining Council;
- disposal or acquisition of assets above the value of R500 000. 00 (five hundred thousand rand);
- conclusion of contracts with a duration of longer than one year or the renewal of such contracts;
- use of reserve capital; and,
- new loan agreements

In line with the principle of working together, the IDP teams from both municipalities have worked together in preparing the 2015/2016 IDP Reviews. This was in recognising that the implementation period of this IDP will overlap into the new entity and therefore there should be synergy in the development programme being implemented. Also starting to share the strategic direction of the new entities will make the process for the new IDP to be prepared for the new entity to be without much challenges in terms of development approach.

STRENGTHS	WEAKNESS
Well functioning council and portfolio structures human resource policies Implementation of Batho Pele principles	Implementation of Employment Equity No human resources for records management Filling of critical posts Limited office space Inaccessibility of municipal offices to the disabled
OPPORTUNITIES	**THREATS**
Skills development	Equal representation between the races and all stakeholders within the municipality

Table 17: Municipal Transformation and Institutional Development SWOT analysis

SECTION C: SITUATIONAL ANALYSIS

C4 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

3.4 LOCAL ECONOMIC DEVELOPMENT

Ezinqoleni Local Municipality is mandated by law to develop a Local Economic Development Strategy to support the development of sustainable, robust and inclusive local economies through the exploitation of local opportunities, potential and competitive advantages as well as addressing local needs and contributing to Provincial and National development objectives.

The processes of planning and implementation of development programmes to create a platform for economic development throughout the country remains a challenge. Part of the challenge, is the ongoing quest by the three spheres of government to find innovative ways to align strategies and report key planning programmes and project based information in a meaningful manner to one another. Furthermore, the increasing pressure on the economy to create jobs and the seeming failure of government macro-economic policy to address unemployment and inequality further exacerbate the problem for government.

3.4.1 EZINQOLENI WORK FORCE

Ezinqoleni municipality is largely comprised of economically inactive residents. The table below indicates the number of employed, unemployed, discouraged work seekers and economically inactive individuals. The reason for the high number of individuals being economically inactive is largely due to the economic profile of the municipality. As it was a mentioned earlier, individuals between the ages of 0-19 account for the majority of the population, resulting in a large portion of the population being of school going age. Outmigration to seek employment opportunities outside of the municipality was also outlined as another key factor in the low potential workforce number. This has necessitated the need for the municipality to develop strategies aimed at developing and skilling the youth whilst also creating awareness with issues such as HIV/AIDS and teenage pregnancy.

Employed	**5876**
Unemployed	4185
Discouraged work-seeker	3530
Other not economically active	16195

Age less than 15 years	-
Not applicable	22753

Table 18: Ezinqoleni Workforce (Statistics South Africa 2011)

3.4.2 MAIN ECONOMIC CONTRIBUTORS

Apart from tourim, Ezinqoleni municipality largely relies on the primary sector as the main economic contributor. However the economic profile of the Municipality shows a primary sector that is facing major economic threats. The agricultural sector that was once dominant in terms of both employment and investment has lost its competitiveness. Commercial agriculture is dominated by two agricultural commodities, these are, largely sugarcane and timber. Both these commodities are impacted by international competition.

- Sugar cane is impacted by the relative unsuitability of the local climate, that is, the distance from the equator in comparison to other international production areas;
- The uncertainties around land tenure;
- The restrained and non-formalised support for additional demand drivers in the sector like renewable energy production at the mills and other by-products equates to constraints demand growth for domestic growers;
- there is limited tariff protection for local production and
- The labour input costs are rising faster relative to other international producers and increases risk factors for the sector.

There have also been recent reports outlining that agriculture has declined to a point where KZN has become effectively a net importer of agricultural products. This clearly points to the diminishing agricultural production and food security.

Mining and quarrying industries are also found in the municipality and it is important to highlight that while this sector receives mention in both district and municipal studies it remain fairly small. There are two major mining industries established in the municipality i.e. National Portland Cement (NPC) and Idwala Carbonates (KULU). Although mining is historically considered a major industry in Ugu, the industry comprises 1.1% of the GDP. The agricultural sector has historically been the key economic sector.

The secondary sector is fairly stable in both employment and investment terms. It is important to note that the sub-sectors that manufacturing is dominant in this sector. Commodities that are directly linked to the primary sector commodities, i.e. timber manufacturing are experiencing decline. Food, beverages and tobacco are the biggest contributors of employment in manufacturing.

The most significant shift in the economic profile of the municipality has been the decline of the primary sector giving way to the tertiary sector that is now the leading sector. The table below illustrates this decline in the primary sector and the increased contribution of the tertiary sector in Ugu District municipality. This directly impacts negatively on the municipality as currently the main focus and competitive advantage lies in the primary sector.

	2002	2007	2012
Primary	**16.6%**	**13.4%**	**13.8%**
1 Agriculture	15.1%	12.2%	13.0%
2 Mining	1.5%	1.2%	0.8%
Secondary	**27.4%**	**26.4%**	**24.1%**
3 Manufacturing	20.4%	19.6%	17.7%
4 Electricity	3.8%	3.4%	2.7%
5 Construction	3.2%	3.4%	3.7%
Tertairy	**56.0%**	**60.2%**	**62.1%**
6 Trade	15.3%	16.4%	16.6%
7 Transport	7.4%	8.5%	9.3%
8 Finance	13.8%	17.3%	17.4%
9 Community services	19.5%	18.0%	18.8%

Table 19: Ugu District Economic Sectors

Tourism activities are only concentrated along the Oribi Gorge corridor with few product owners taking the lead. Observations from within the sector indicate that there is substantial work to be done if the sector is going to deliver any level of growth beyond the Oribi Gorge corridor. Ezinqoleni currently has diminished competitive advantaged in the tourism sector especially when compared to the municipalities along the coast. The graph below highlights the percentage that each municipality within the Ugu District contributes in the tourism sector.

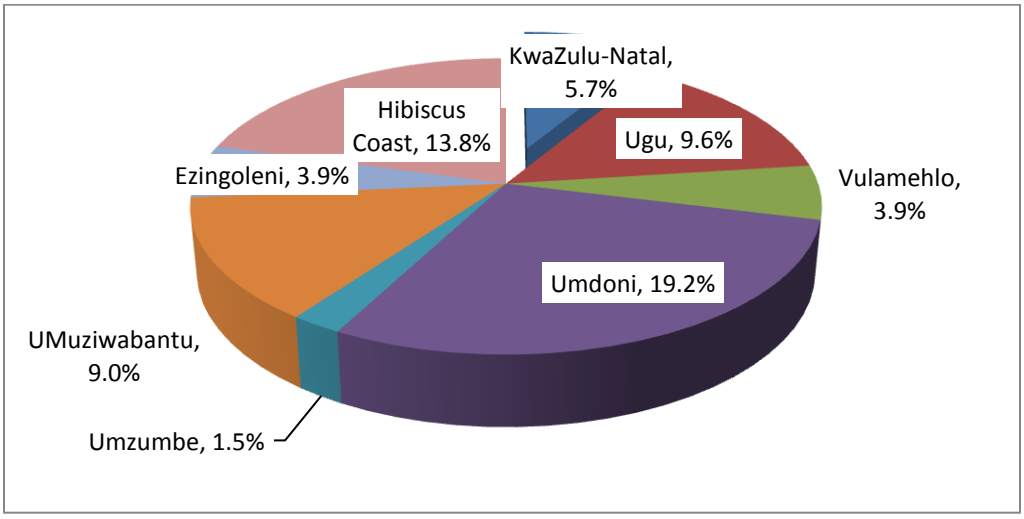


Figure 10: Contribution of Local Municipalities within the Ugu District to tourism (HIS Global Insight)

The Oribi Gorge in the eastern part of the municipality provides better organized, marketed and committed products than the inland. The municipality in general has limited comparative advantage beyond the Oribi Gorge. The Shobashobane Heritage project is yet to be conceptualised to become one of the tourism icons on the south coast. This may improve cultural tourism, eco-tourism and community based tourism for most areas of the municipality. The municipality has however noted this discrepancy and as such has entered into a district agreement with South Coast tourism which is responsible for marketing and tourism promotion within the District.

3.4.3 EMPLOYMENT AND INCOME LEVELS

3.4.3.1 EMPLOYMENT

Unemployment Distribution depicts the percentage of unemployment located per sub area within the wards. The highest levels of unemployment are found in the central core of the municipality around Izingolweni and the most western parts of Ward 4. This might relate to higher densities within the more urbanised areas, and the lack of employment opportunities within these areas. The unemployed makes up 8%, discouraged work seekers 7%, not economically active 31% and not applicable 43% of the total population. This means 89% of the population of Ezinqoleni depends only on 11% that is employed which again advocates for vigorous LED initiatives. The table below outlines the employment status per ward within the municipality.

Official employment status per Ward							
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ezingoleni
Employed	1225	1480	832	746	856	738	**5876**
Unemployed	284	1071	1047	663	439	681	**4185**
Discouraged work-seeker	585	280	474	538	859	795	**3530**
Other not economically active	1994	1719	3339	3117	3694	2332	**16195**
Age less than 15 years	-	-	-	-	-	-	**-**
Not applicable	3299	2749	4536	4365	4682	3122	**22753**
Total	**7387**	**7299**	**10228**	**9428**	**10530**	**7667**	**52540**

Table 20: Official employment status per ward (Statistics South Africa 2011)

The graph and table below illustrates in which sectors employment takes place. The distribution is spread in the formal sector (67%); informal sector (19%); and private household (14%).

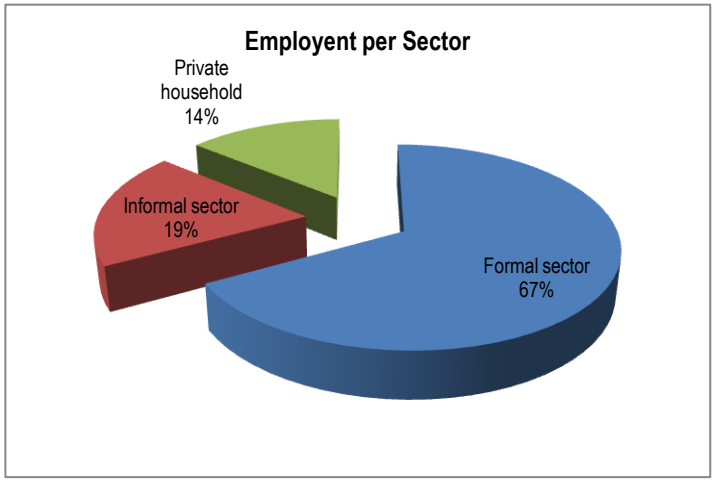


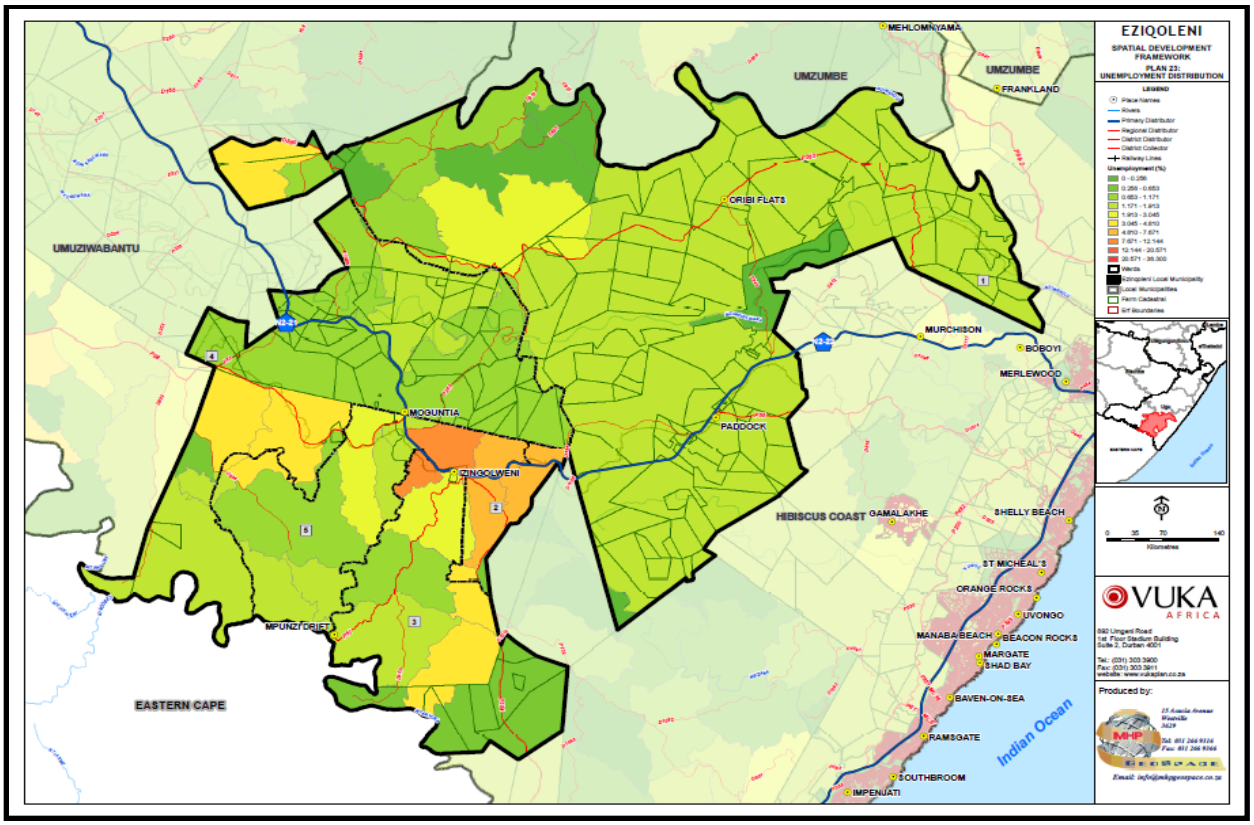
Figure 11: Employment per sector (Statistics South Africa 2011)

Employment Sector per Ward							
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ezinqoleni
Formal sector	974	726	474	489	640	595	**3898**
Informal sector	197	326	248	113	119	91	**1094**
Private household	56	341	123	118	106	65	**809**
Total							**5801**

Table 21: Employment sector per ward (Statistics South Africa, 2011)

3.4.3.2 UNEMPLOYMENT DISTRIBUTION

From the map below, it is evident that high unemployment rate where there is a greater concentration of settlements. Towards the northern part of the municipality which is largely characterized by agricultural and conservation worthy areas there is lower unemployment rates, and in the sourthern part where there is a concentration of households there is higher unemployment rate.



Map 15: Unemployment Distribution

3.4.3.3 INCOME LEVELS

The table and graph below depicts the income distribution throughout Ezinqoleni Local Municipality. With an overall low income level as is the case in Ezinqoleni, it is very difficult for the municipality to build a proper tax base, which can be utilised for provision & Maintenance of services. Only a small portion of the population qualifies for payment of taxes. This leaves a huge burden on the current tax payers, who basically carry the municipality financially.

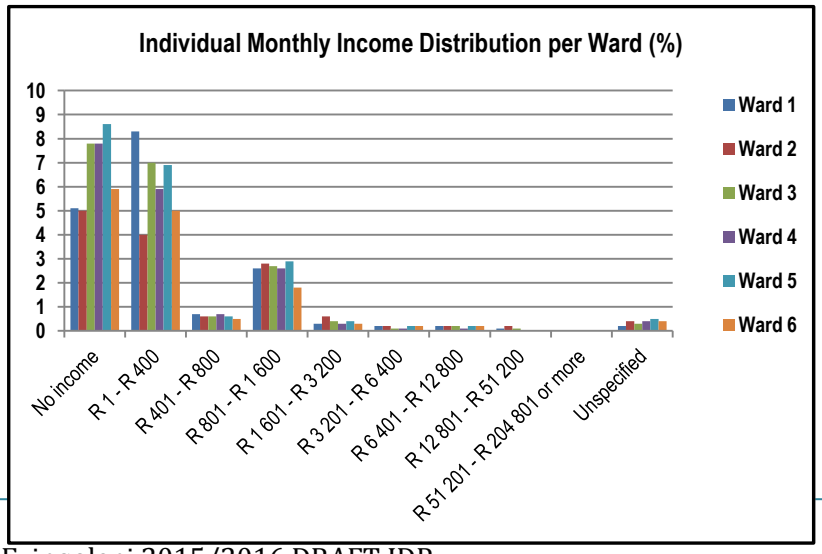


Figure 12: Individual monthly income distribution per ward (Statistics South Africa 2011)

Individual monthly income per Ward							
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ezingoleni
No income	2674	2594	4038	4073	4459	3086	**20923**
R 1 - R 400	2485	2085	3622	3084	3608	2613	**17496**
R 401 - R 800	346	290	292	346	292	283	**1849**
R 801 - R 1 600	1360	1434	1416	1351	1516	934	**8011**
R 1 601 - R 3 200	174	297	190	158	188	130	**1137**
R 3 201 - R 6 400	88	102	72	70	85	87	**505**

Table 22: Individual monthly income per ward (Statistics South Africa 2011)

People who earn a monthly income between R 1 – R 1 600 make up 53 % of the total population whilst those who have no income make up 40%. This gives a picture of how low the income levels are at the Ezinqoleni Municipal area of jurisdiction and the need for the municipality to champion the LED initiatives that will turn this situation around. The graph below further illustrates this as it shows the income distribution of households in the Ezinqoleni area. This shows that 12% of households receive no income and about 70% of the population receives an annual income that is less than two state pensions. This also points out to the high dependence of the population of Ezinqoleni on social grants.

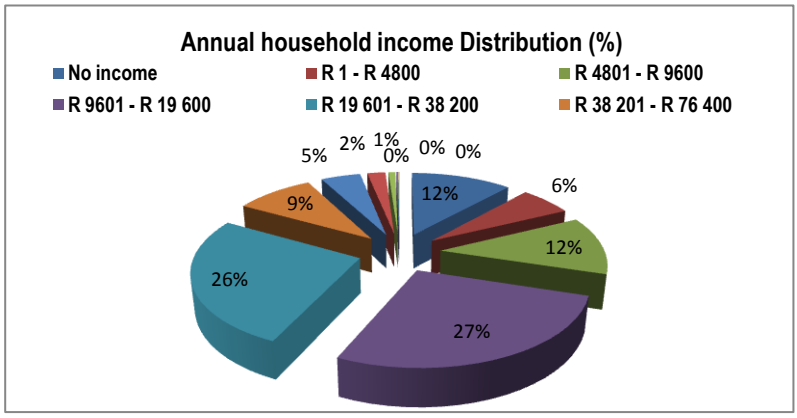
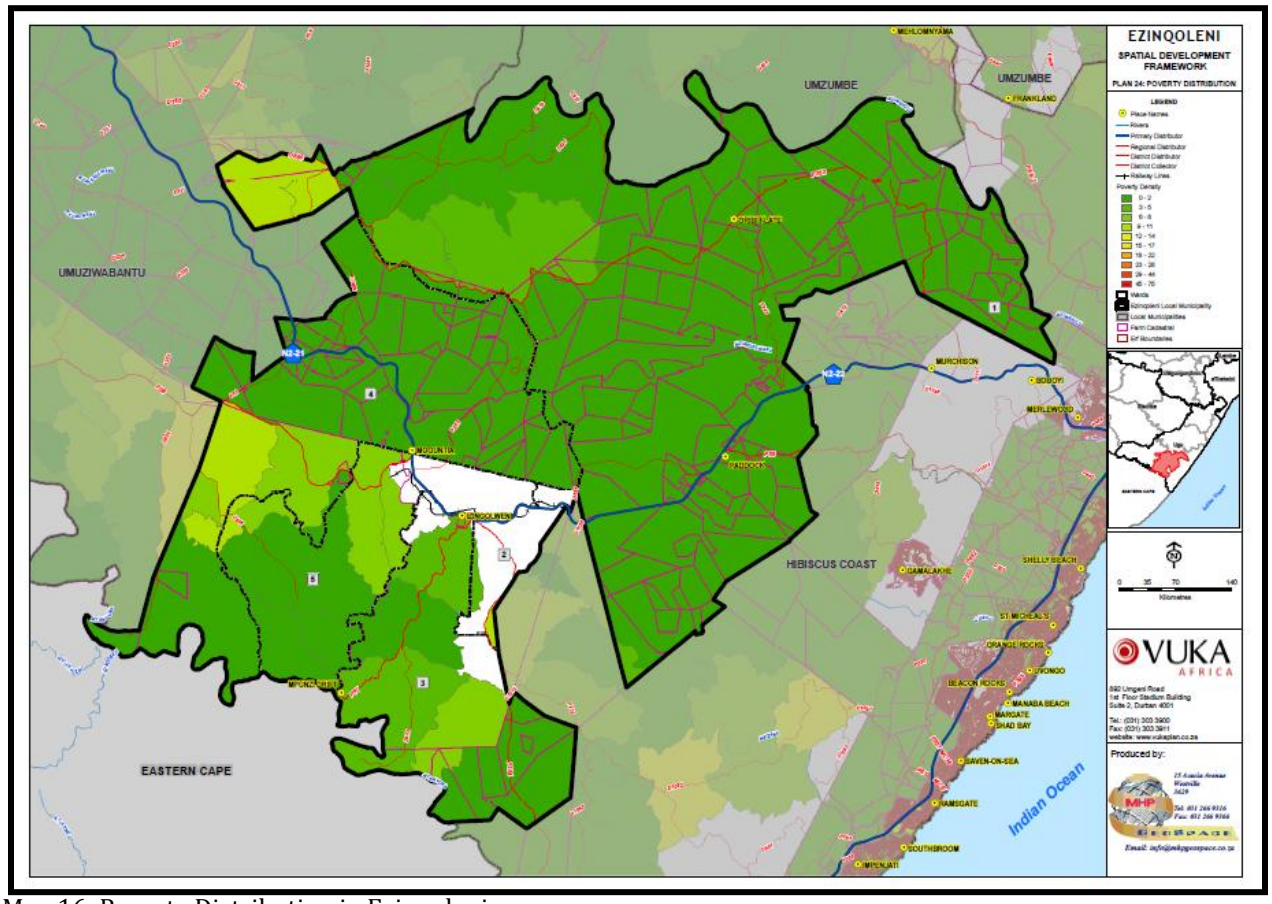


Figure 13: Annual Household income distribution (Statistics South Africa 2011)

3.4.3.4 POVERTY DISTRIBUTION



Map 16: Poverty Distribution in Ezinqoleni

The map above outlines the poverty distribution within the municipality and the same pattern that is evident in the unemployment distribution map can be found. This means that there is a direct correlation between unemployment and poverty distribution within the municipality.

3.4.4 SMME DEVELOPMENT

The HSRC distinguish between the 1st economy entrepreneur (aka "Opportunity Entrepreneurs") and the second economy entrepreneur (aka "non-entrepreneurial self-employed"). The difference being that the second economy entrepreneur cannot form contractual relationships with buyers in order to ensure a constant cash flow.

Very few policies favour the second economy entrepreneur. Certain measures have been put in place to give the second economy entrepreneur access to finance, although this will not assist them necessarily in breaking into the market as they are unable to identify gaps with high potential.

The role of a municipality is therefore to assist these entrepreneurs in obtaining contracts. An obstacle to this is that the areas where they operate are part of the second economy as well, who are not able to provide such contracts. This means that the entrepreneurs, if they want to move into the first economy, need additional financing. Municipalities, external departments and policies can assist a select few to undergo this transition, but is not be able to do so for the masses.

Although no permanent solution is provided, the following was determined to be the main causes for failure when implementing measure to address the second economy:

- Failure to Disaggregate and quantify: For Example, measures were implemented to empower black farmers, but no distinction was made between subsistence farmers who depends on farming for food, and farmers who farm but have a separate source of income. The same measures can therefore not be implemented.
- Neglect of what is there: There is a tendency to focus on activities that is more marketable, than what the entrepreneurs/farmers are used to and as such start afresh with no experience.
- Failure to understand real constraints: The tendency to implement what is more implementable instead of addressing the real needs. Therefore misidentifying the real issues.
- Neglect of lessons from the past: New programmes are implemented to correct failures of previous programmes without understanding the real issues.

The development of major industrial areas in rural municipalities is not encouraged; however, it is important that provision be made for supporting the establishment and growth of existing and future manufacturing SMMEs. To this end nodal development plans should provide land for the establishment of manufacturing cluster developments or incubation centres. The continued nurturing of small manufacturing SMMEs will be key to the sustainability and impact of the sector. Lack of access to appropriately service space is often a major constraint for small industries.

Key interventions that the municipality has in place include:

- Provision of equipment to emerging SMMEs & Co-ops
- Assistance of Co-ops and SMMEs with business registration
- Provision of agricultural support to emerging farmers
- Provide skills training in partnership with relevant sector departments
- Assistance with business registrations
- One home one garden initiatives

3.4.5 INFORMAL ECONOMY POLICY

As was mentioned above, the informal economy accounts for 19% of the total economic activity within the municipality and as a result, Ezinqoleni Municipality acknowledges the relevance and contribution of the

informal economy to the economic and social life of the town. Informal trading provides some income to those who are unemployed as well as providing an alternative to established traditional formal sector retail options. The municipality aims to develop the sector and its participants into a commercially viable and dynamic economic sector, which contributes to the economic growth of the town and the quality of life of its citizens in a sustainable manner. Consequently, the municipality developed an informal economy policy which is still at draft phase aimed managing the informal sector to ensure that it operates at its optimal.

Appropriate infrastructure support and services, entrepreneurial development and spatial planning will be the cornerstones to achieving such a policy goal. Uncontrolled and unplanned growth of the informal economy sector will have a negative impact on the Ezinqoleni Area. Conflicts can arise between town officials and traders as well as between established Informal Economy actors and newcomers, because of uncertainty of each party's rights. If there is little official regulation and control, new sorts of informal control mechanisms may come in to fill the void with their own means of controlling prices and protection rackets.

Ezinqoleni Municipality further affirms its obligation to assist the informal economy sector by way of mentoring and incubation as means to age them into a more formalised nature of economic activity. The envisaged period for new entrants to the market for them to graduate to formal economy is five (5) years.

Principles of Council's Approach:

The Key Principles that govern Ezinqoleni's approach to Informal Economy are economic, social and spatial;

3.4.5.1 Economic Principles Economic growth in the informal trading sector will be facilitated through:

- Linking the development and growth of trading areas to commercial zones in orders to create viable hubs of business activity that mutually benefit formal and informal businesses.
- Providing a range of facilities, capacity building and business support a service that caters for the different levels of the Informal Economy Actors, from the weekly Saturday and small survivalist to larger informal economy Actors.
- Ensuring that the buildings and property owned by the Ezinqoleni are used for the maximum social and economic development of the community within which they are located.
- Targeting highly accessible and visible location for the promotion of tourist related trading in order to derive benefit for Informal Economy Actors from the tourism potential.

3.4.5.2 Social Principles The promotion of equity within the Ezinqoleni to create a dignified Town through:

- Spreading public spending in an equitable manner throughout the Ezinqoleni with an emphasis on the poorer parts of the town that have not historically benefited from public sector investment.
- Viewing the location of public investment as an opportunity to integrate public sector investment.
- Using the development of the informal trading infrastructure as an opportunity to improve the general environmental condition of the Historically Disadvantaged Areas of the Ezinqoleni.
- Providing basic services such as water and refuse facilities to all areas where public health and/or public safety is at risk

3.4.5.3 Spatial Principles Informal Economy contributes to the value of public places as amenities and places of dignity and has the potential to be a catalyst for generating positive public places through:

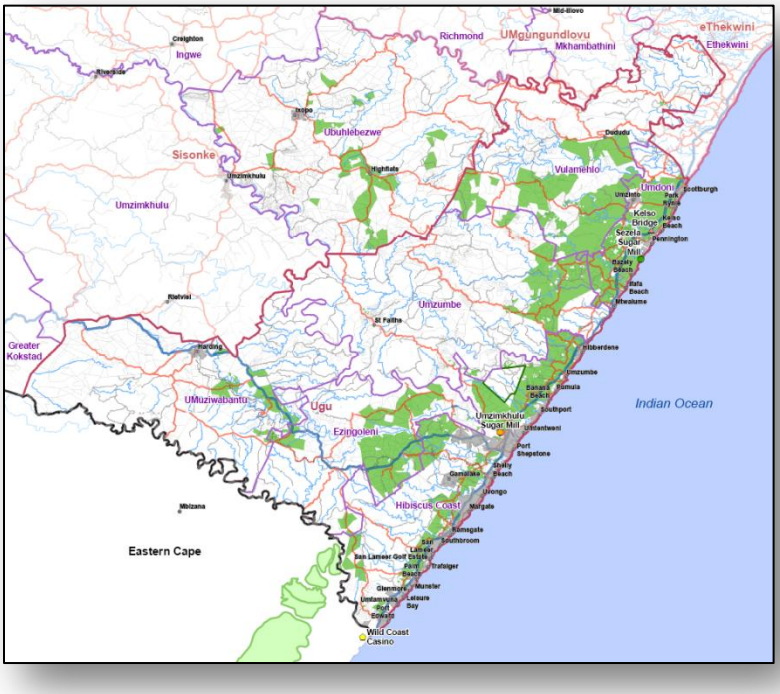
- Developing those areas that will have most significant impact on the largest number of people, e.g. areas with large flow of pedestrian traffic.

- Allocating space for informal trading areas in accordance with the broad Spatial Planning Framework of the Ezinqoleni and the local spatial development Framework.
- Providing minimal infrastructure for informal trading, that would vary depending on the type of activities.

3.4.6 AGRICULTURE

The **Ugu Sugar Industry Assessment Study (Phatisa: August 2010)** addresses the production of Sugar Cane within the Ugu District Municipality:

Despite the fact that the Study focus on the mentioned tribal areas, which excludes the Ezinqoleni Tribal Areas, the status quo maps depict that Ezinqoleni as a municipality has a significant area dedicated to sugar cane production within the service area of the Umzimkhulu Sugar Mill, as depicted on the below image. The two mills that service the Municipality are Umzimkhulu Mill near Port Shepstone, and Mezela Mill situated next to the coast between Pennington and Bazely Beach.



Source: Phatisa, ugu Sugar Industry Assessment Study, 2010

The Umzimkulu Sugar Mill receives deliveries and processes cane from a large area. Due to the closeness to the sea, and commercialisation and urbanisation of the Hibiscus Coast, the growing area is now mainly inland from the mill, stretching as far as Harding and with some areas in the former Transkei (cane deliveries have dramatically reduced from this region). Cane deliveries now occur mostly from areas situated more or less

within a 30-35 km radius from the Mill. The image below depicts the areas within range of the Umzimkulu Sugar Mill. Most of the areas in Ezinqoleni are no further than 30km from the mill.

Source: Phatisa, ugu Sugar Industry Assessment Study, 2010

It is clear that Ezinqoleni is one of the larger growing areas situated at the core of the sugar industry in the south, and poses knowledge and infrastructure that can be use in a strategy to enhance the economic base and create job opportunities. The two mills, at Umzimkulu and Sezela have combined spare existing capacity to process an additional ± 20,000 ha or 1 million metric ton of cane per year. A suggested strategy is to close down the Umzimkulu Mill, which will impose additional strains on an already struggling industry.

Obstacles to profitable cane production

Cane production in South Africa is relatively Costly, especially when compared to other countries producing Sugar Cane at a much cheaper rate. To be internationally competitive, South African producers settles for a very low profit margin, which has to affect that only very large commercial farmers can afford to continue production. This is the single most important factor influencing cane production and the decreasing of production in the last decade.

Other obstacles, associated especially with land reform strategies, are Community Conflicts on Tribal Land and within Communal Property Associations (CPA's). As no consensus could be reached on how money should be spent, operations on existing farms seize to exist. Also associated with land reform, is the lack of Capital for Development, which excludes new/emerging farmers from producing competitively.

With the current political climate regarding land issues, land ownership and land rights are also preventing the expansion of even commercial farms. If people are uncertain of their rights, they simply stop to invest in land, as they are unsure of the financial returns they will receive.

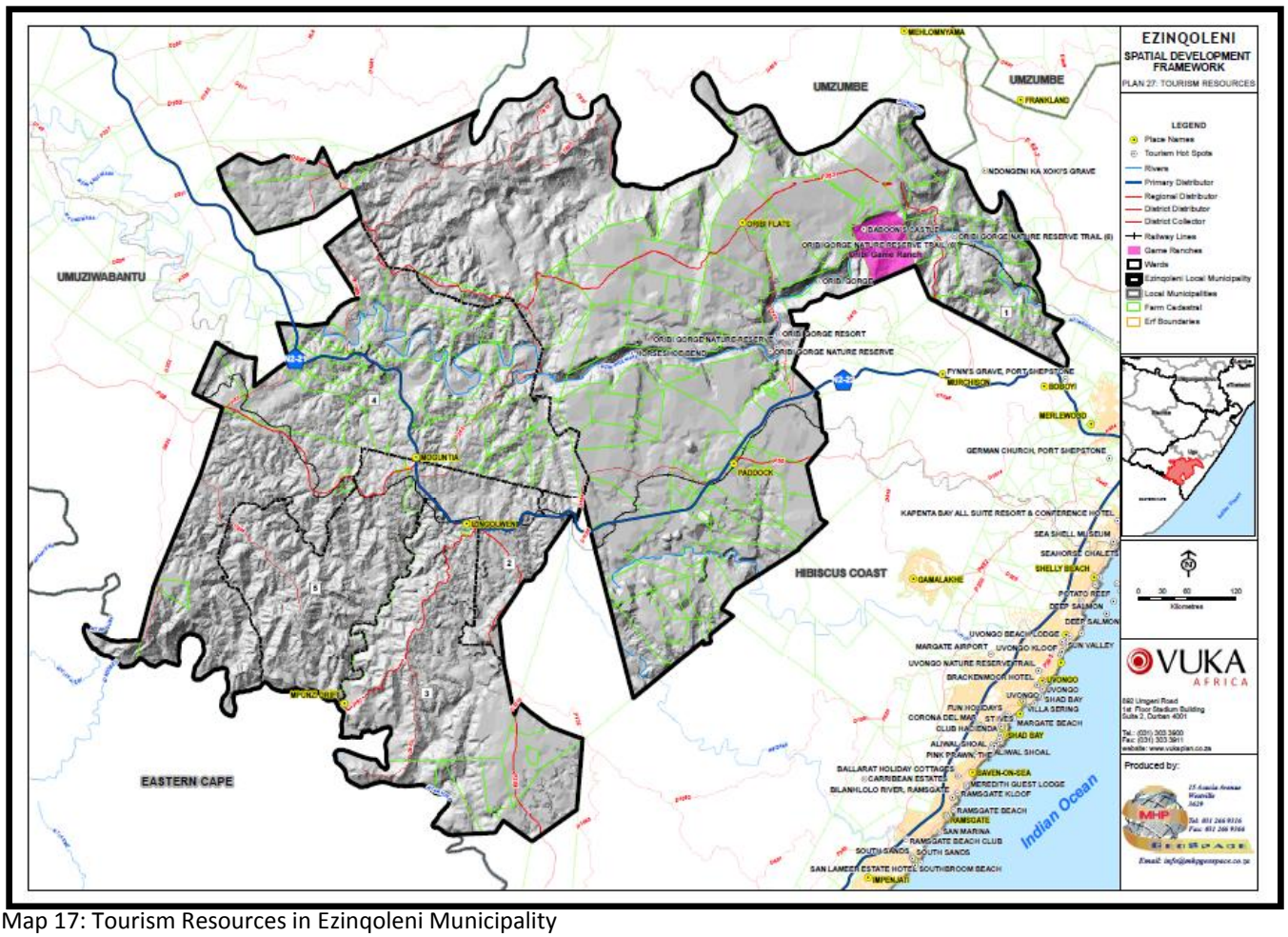
The pending closure of the Umzimkulu Mill will increase the input costs, as delivery distances to the Sezela mill will increase on average fourfold putting more financial pressure on the Ezinqoleni Farming Community, as well as on welfare grants that will be needed to counter the loss in income when the mill closes down.

It is clear that strategies are urgently required to get sugar cane production back on track.

3.4.7 TOURISM

An agri-tourism corridor has been identified and further investigated to include the entire P262 as it traverses the Ezinqoleni landscape. It is believed that this extended tourism corridor is vital for development in the northern portions of the municipality for, amongst other, the following reasons:

- To encourage more tourism and agriculture visitors to the area
- Tourism is expanding on a large scale in the lower Oribi Flats area, specifically from D251 to the Mahlabatini area with more than R30 million in private investment committed to building 2 new game lodges i.e., The Gorge Private Game Lodge & Spa that being a 5 star lodge and the other a hunting farm Umzimkulu Game Farm since 2009.
- The Ugu District Municipality together with its investors have injected over R6.5 million rand into the Ezinqoleni Essential Oils (Pty)Ltd scheme. The project intends to establish a co-op of 10 SMME initiative farmers with 10 Commercial Farmers in the D251 area to grow a variety of essential oils i.e. tea-tree, lavender, geranium, rosemary, peppermint. For this purpose a state of the art nursery and greenhouse plant was built to plant the seedlings and a R4 million distillation plant to distill the oils. This is the first successful agricultural project in the area and is a flagship project for Ugu and the Department of Agriculture. The project initiative is to establish a factory in KwaZulu Natal that can produce its own shampoos, creams, oils etc. “proudly Ezinqoleni” .
- Further along the P262 route towards Ezinqoleni, is mostly gravel road where cultural tours take place. This makes accessing these tribal villages difficult for tourist. The improved tar road would not only encourage tourism in the area but would also make it easier for public transport access in and out of Oribi and ease of use for locals who work in the area. An accessible tar road would also open up the natural beauty of the area, making it an easier route for bird watchers & nature lovers, Oribi Gorge boasts over 300 species of birds including the cape vulture, fish eagle and endangered ground hornbill



Map 17: Tourism Resources in Ezinqoleni Municipality

The map above illustrates all the tourism resources available to the municipality. It is believed by the local tourism industry roleplayers that with improved access to the area, businesses that support tourism will start emerging e.g. fuel stations; ATM's, crèche for children whose parents work for the tourism entities; smaller industries & craft markets will be established.

The table below gives an indication of the available formal tourist accommodation within the municipality. Given the table below and also taking into consideration the activities available within these destinations, it can be concluded that the potential for tourism is immense.

ACCOMODATION	NUMBER OF ROOMS
Hebron Farm	74
Lake Eland Game Reserve	20
Leopard Rock Lookout Chalets	27
Mzimkhulu Gama Ranch	22
Olympus Country Cottage	40

Oribi Gorge Guest Farm	10
Oribi Gorge Hotel	30
Oribi Gorge Nature Reserve	50
The Gorge Private Game Lodge & Spa	10
The Gorgez View	80
Total	375

3.4.8 KEY LOCAL ECONOMIC DEVELOPMENT AND TOURISM INITIATIVES

The municipality assists a number of cooperatives with capital equipment, skills training and development support. Below is the list of cooperatives that currently exist, though not exhaustive, it outlines the major functional projects within the municipality.

PROJECT NAME	SPECIALITY	NO OF PEOPLE	STATUS
Horseshoe Agricultural Farming Co-op	Vegetable – Farming	18 People	Operational & currently extending to Tea Tree Plantation
Sizuzimpilo Essential Oils Co-op	Essential Oils	7 People	Operational & currently extending hectors
Thuthuka Cliff View Agricultural Co-op	Vegetable – Farming	11 People	Operational
Kusa-Kusa Agricultural Project Co-op	Vegetable – Farming	11 People	Operational & currently extending hectors
Ezinqoleni Poultry Value Chain (Centralisation of Poultry Farming)	Poultry	114	Operational & Arbour-Tour in implementation Phase
Tourism Co-ops	Arts & Craft	18 People	In Progress
NQF Level 4 Training	Plumbing	10 Students	Training commences on Monday 23/05/2015
CWP	Cleaning Driveways, Maintenance of potholes, Communal Gardens, Home based Care & Teacher Aid	1000 People	In Progress
EPWP	Taking care of Sports fields & Halls	48 People & 9 Caretakers	In progress

The municipality also has initiatives and projects that are yet to commence. The biggest of which is the Boxer shopping complex which is expected to create a number of job opportunities both through direct employment and the opportunity for local cooperatives to supply the supermarket.

PROJECT NAME	SPECIALITY	NO OF PEOPLE	STATUS
SHOPPING COMPLEX	Development	70 – 100 People	Currently under construction
MLOZANE GLAZE CAMP	Live-Stock Farming	50 – 70 People	To commence by April 2015
GCUGCWA MAGEBA	Piggery	10 People	To commence by April 2015
SINETHEMBA SECONDARY CO-OP	Veg- Farming	11 People	To commence by April 2015

3.4.9 MUNICIPAL COMPARATIVE AND COMPETITIVE ADVANTAGES

- N2 corridor which has been identified by the PGDS as a primary economic corridor.
- Oribi Gorge and the tourism potential it posses
- Oribi Gorge hotel being the only five star hotel along the coast stretching from Scottsburgh to Port Edward
- Land with agricultural potential
- Boxer shopping complex

3.4.10 KEY ECONOMIC ISSUES

- Ezinqoleni has well established tourism products; whilst the South Coast in general has tourism products that appeal to the domestic market these are limited to the coastal belt. There is a need to tease out the potential of inland tourism. South Coast is the 3rd option destination for domestic tourists. Increasingly outdated tourism product, tired facades and low investment and renewal in this sector means the province may systematically be losing its current competitive edge to competing attractions not only to other parts of KZN like Ballito but also externally to other parts of the SADAC Region. There is excellent potential to grow entrepreneurial activities in this sector, and create further local dense employment value chains, (S.A Tourism Annual Statistics)
- The performance of the local sugar and timber industries have been poor due to the declining investment in these sectors as well as increasing international competition coupled with relatively low output cost in relation to the high input costs of this sector.
- While the development of the agricultural sector is supported by all key policy documents across the three spheres of government it remains that is has high barriers of entry. The high levels of competencies in the agricultural sector should be channeled towards commodities that require low capital input with a high output. Agricultural beneficiation processes, into furniture, paper and other wood products as well as energy and feed production from sugar have been researched by the District and considered to have great potential enhance the economy of Ezinqoleni

- The municipality is characterized by a glaring lack of business infrastructure. While there is good internet access this needs to be met with improvements and the intermodal freight platform. There are social constraints facing the municipality, from high levels of systemic poverty, low levels of educational services, continued massive rural backlogs in basic services perpetuate the negative social cycle. Activities that wean dependents off social grants and into economic activity are required to mitigate the high levels of non-participation within the work force.
- There are real issues surrounding spatial planning, ranging from low population densities, the processes to unlock traditionally held land. These constraints need to be addressed to unlock areas and make them attractive for investment.
- The rural nature of the municipality coupled with low densities provide numerous opportunities for the green economy in part as solutions to infrastructure provision constraints – solar geysers and lighting panels in rural areas; self composting toilet systems as well as rain harvesting for potable water – and in part as opportunity for new green industry and ICT development.
- While there are very real constraints facing Ezinqoleni Municipality from high migration, low levels of education and skills, dependency on grants lack of participation of the workforce as well as infrastructure limitations there are also opportunities that can be leveraged for sustainable growth. These include amongst others the emerging markets for organic products and essential oils, skills development, nodal development and infrastructure investment amongst others.

3.4.11 EDUCATION

It is estimated that the total number of residents within Ezinqoleni municipality aged 20years and above with no formal education has decreased from 34.6% in 2001 to 13.9% in 2011. The number of residents with Matric has also increased as depicted by the table below. This however has not equated to an increase in the number of residents with higher education. This means that after matriculating, most individuals go to seek employment. This results in a large pool of unskilled labour force.

	2001	2011
Higher Education (%)	2.5	1.9
Matric (%)	9.0	16.3

Table 23: Education levels between 2001 and 2011 (Statistics South Africa 2011)

The table below indicates the number of residents within the municipality enrolled in educational institutions. One can notice that the highest number is those attending ordinary schools. There is however a great difference between the number of children going to ordinary schools and those enrolled in higher educational facilities as was mentioned above.

Educational institution	Number
Pre-school including day care; crèche; Grade R and Pre-Grade R in an ECD centre	114
Ordinary school including Grade R learners who attend a formal school; Grade 1-12 learners & learners in special class	18211
Special school	45
Further Education and Training College FET	114
Other College	36
Higher Educational Institution University/University of Technology	358
Adult Basic Education and Training Centre ABET Centre	187
Literacy classes e.g. Kha Ri Gude; SANLI	116
Home based education/ home schooling	64
Unspecified	-
Not applicable	33293

Table 24: Educational enrolment in 2011

The table below indicates the level of education within Ezinqoleni Municipality. One can note that there is a higher concentration of numbers in ordinary school level and a sharp drop as the levels increase.

Level	Number	Level	Number
Gade 0	2775	**Certificate with less than Grade 12 / Std 10**	22
Grade 1 / Sub A	2117	**Diploma with less than Grade 12 / Std 10**	15
Grade 2 / Sub B	2165	**Certificate with Grade 12 / Std 10**	16
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	2684	**Diploma with Grade 12 / Std 10**	23
Grade 4 / Std 2	2839	**Higher Diploma**	166
Grade 5 / Std 3/ABET 2	2548	**Post Higher Diploma Masters; Doctoral Diploma**	326
Grade 6 / Std 4	2770	**Bachelors Degree**	231
Grade 7 / Std 5/ ABET 3	2908	**Bachelors Degree and Post graduate Diploma**	41
Grade 8 / Std 6 / Form 1	3739	**Honours degree**	109
Grade 9 / Std 7 / Form 2/ ABET 4	3250	**Higher Degree Masters / PhD**	42
Grade 10 / Std 8 / Form 3	3669	**Other**	41
Grade 11 / Std 9 / Form 4	3138	**No schooling**	26
Grade 12 / Std 10 / Form 5	4543	**Unspecified**	22
NTC I / N1/ NIC/ V Level 2	16	**Not applicable**	4297
NTC II / N2/ NIC/ V Level 3	19		
NTC III /N3/ NIC/ V Level 4	34		

N4 / NTC 4	23		

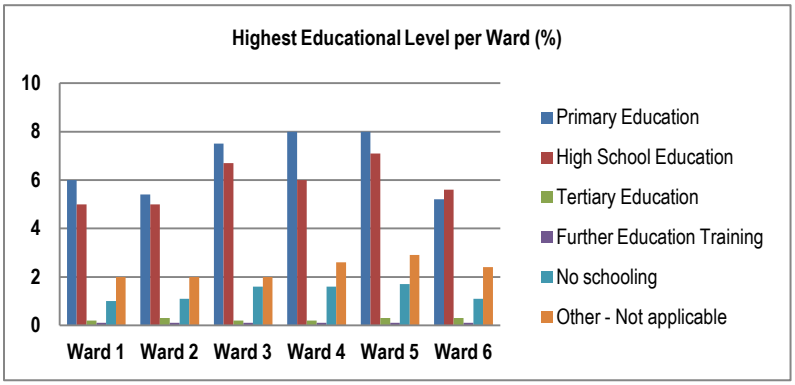
Table 25: Highest level of education

The table below depicts the number of residents that attend school.

School attendance	Number
Yes	19244
No	24660
Do not know	18
Unspecified	694
Not applicable	7925

Table 26: School attendance in
Ezinqoleni (Statistics South Africa 2011)

Figure 14: Highest education level per ward (Statistics South Africa 2011)



The graph above indicates the highest education level per ward. One will notice that across the wards, the dominating level is that of primary education. From the table above, it becomes evident that this situation is far from being solved as a majority of the population still does not attend school.

3.4.11.1 DISTRIBUTION OF SCHOOLS

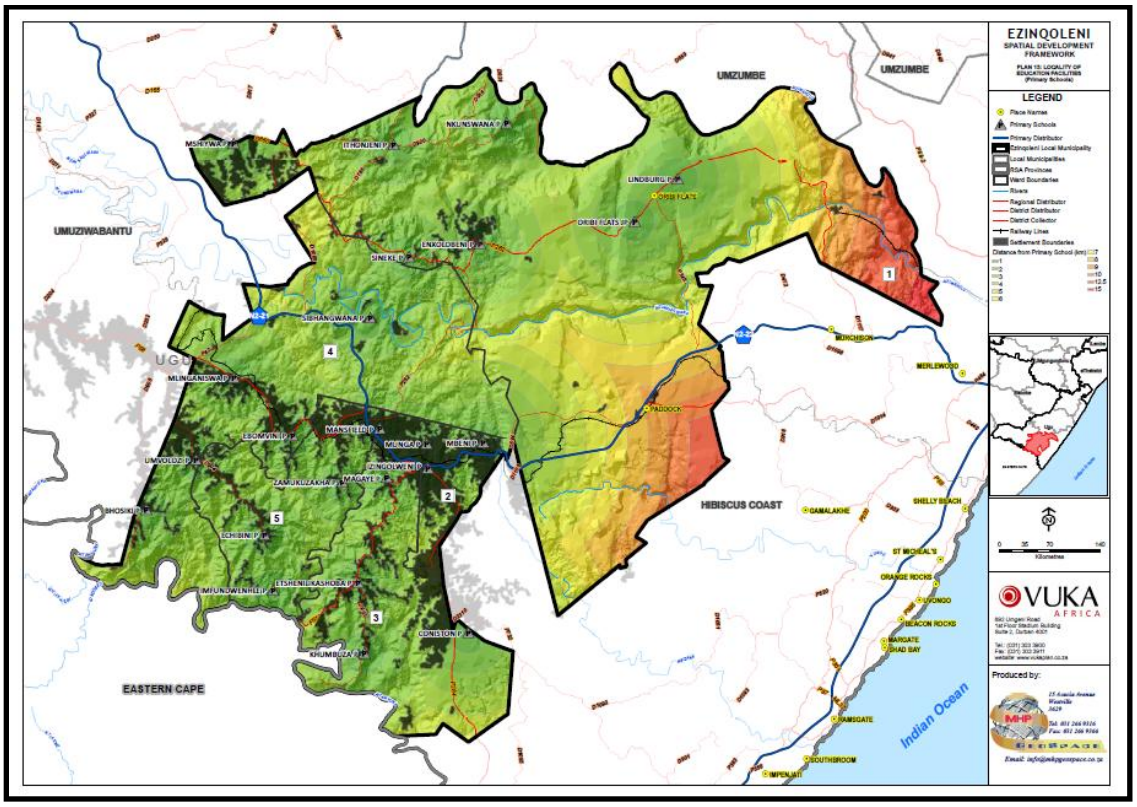
The maps below indicate the distribution of primary and secondary schools within the municipality respectively. Primary and Secondary Schools are located throughout the municipal area, particularly where settlement areas are largish and relatively dense. The current distribution pattern of schools can be described as scattered as facilities must be located in close proximity to residential areas they serve. The table and maps below give an outline of all primary and secondary schools within the municipality.

WARD	PRIMARY SCHOOLS	SECONDARY SCHOOLS
1	Enxolobeni Primary EThonjeni Primary Mshiywa Primary Nkuswana Primary Sineke Primary	Zuzicebo High
2	IZingolweni Primary Mbeni Primary	Mshweshwe High

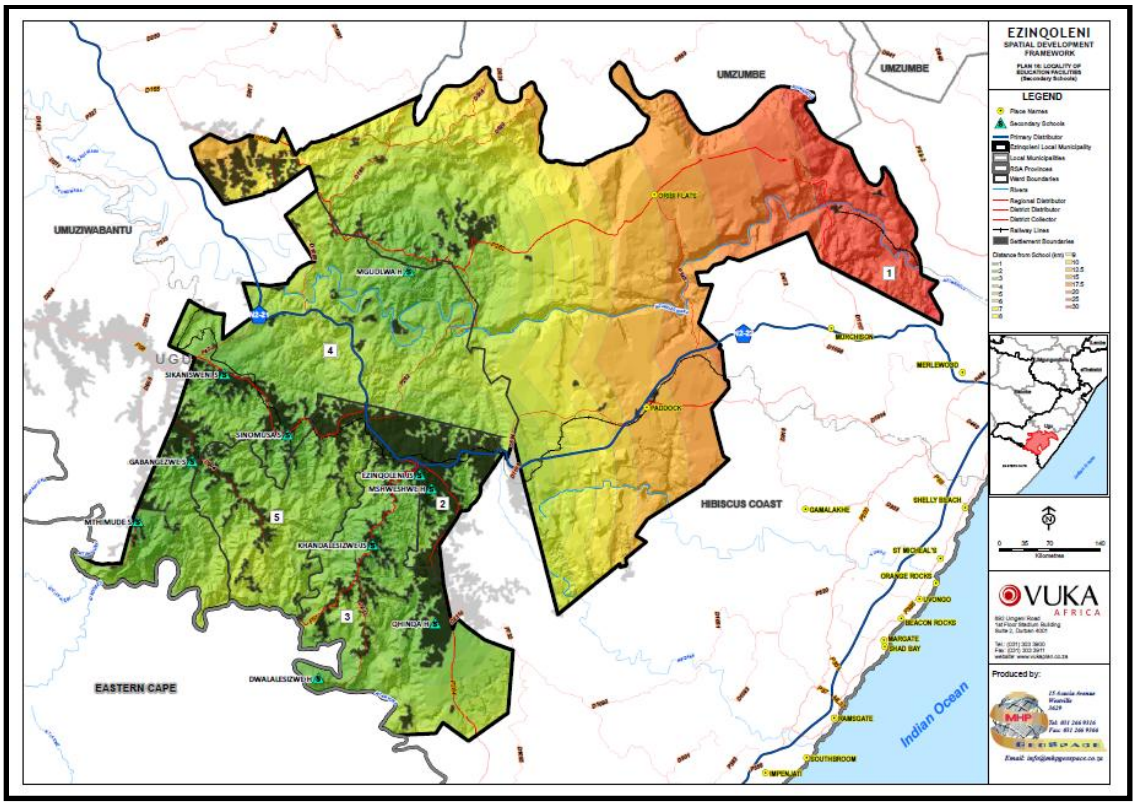
3	GEM Ntshebe Lower Primary ETshenilikashoba Primary Khumbuza Primary	Dwalalesizwe High Qhinqa High
4	EBomvini Primary Mlinganiswa Primary Sibhangwana Primary UMvolozi Primary	Gabangezwe Secondary Sikanisweni Secondary Sinomusa Secondary Mgudlwa High
5	Bhosiki Primary EChibini Primary Mansfield Primary Zamukuzakha Primary Imfundwenhle Primary	Mthimude Secondary
6	Magaye Primary Munga Primary	Ezinqoleni Secondary Khandalesizwe Junior Secondary

Where future schools are to be provided in close proximity to a Node the possibility of locating the facility in or as close to the node as possible should be considered.

The number of schools and classrooms to be provided in future will be dependent on size and condition of existing facilities and the pressure experienced by the Department on existing facilities. Densification of existing settlements will also require the provision of additional educational facilities.



Map 18: Distribution of Primary schools in Ezinqoleni



Map 19: Distribution of Secondary schools in Ezinqoleni

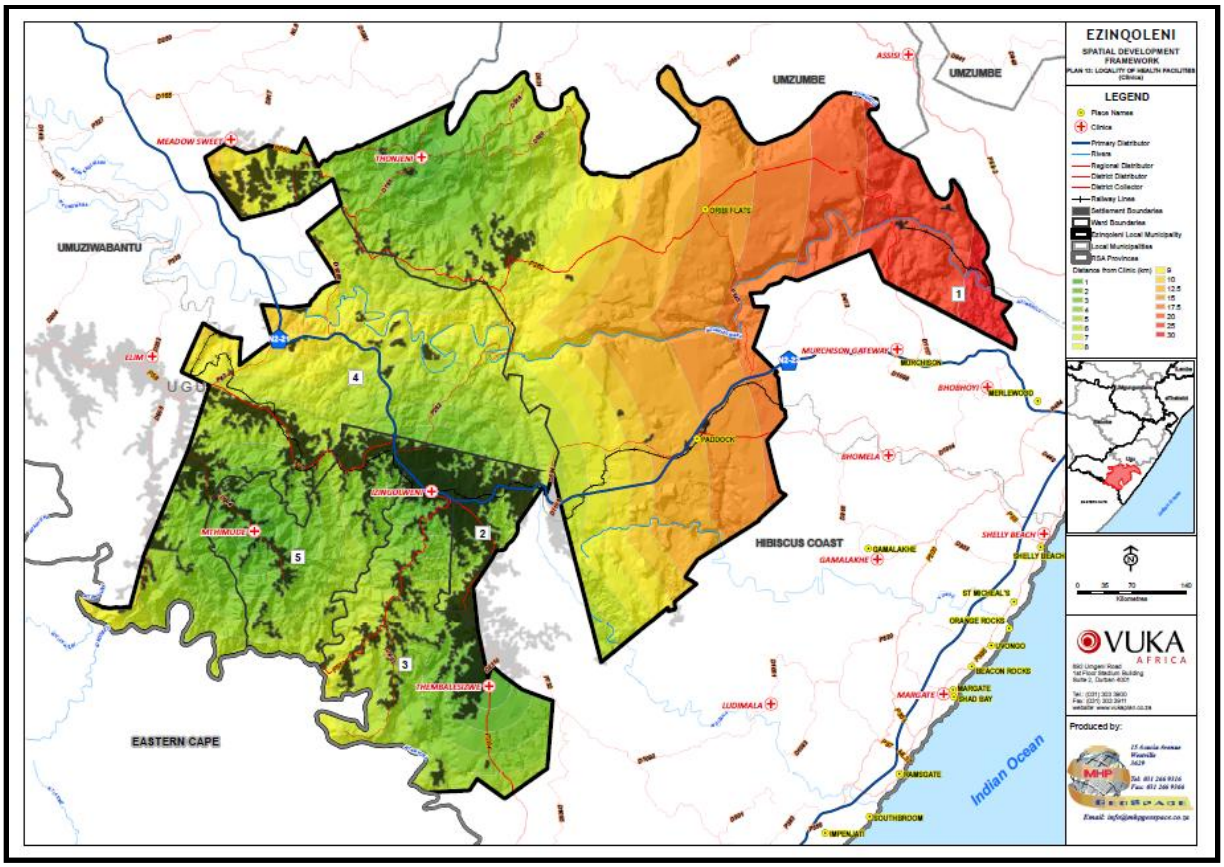
3.4.12 HEALTH

There are only four clinics located in Ezinqoleni, one of these being located in Ezingolweni. The clinics are distributed throughout the area. These are:

- Ezingolweni Clinic
- Mthimude Clinic
- Thembalesizwe Clinic
- Thonjeni Clinic

The spatial distribution of these facilities is depicted in the map below. The map shows that within Ezinqoleni there are only four clinics, however, in the surrounding municipalities there are a further 10 clinics. The municipality aims to conduct a study focusing on the "accessibility" of these facilities as opposed to the "distance". The map depicts existing clinics with an optimum walking distance of 1 to 2.5 km and a maximum walking distance of 5km. The municipality does not conform to this standard, as facilities are fairly evenly spread along main access routes and concentrated within dense core area, with a limited access to service in some of the outlying areas in the south.

Map 20: Distribution of Clinics in Ezinqoleni



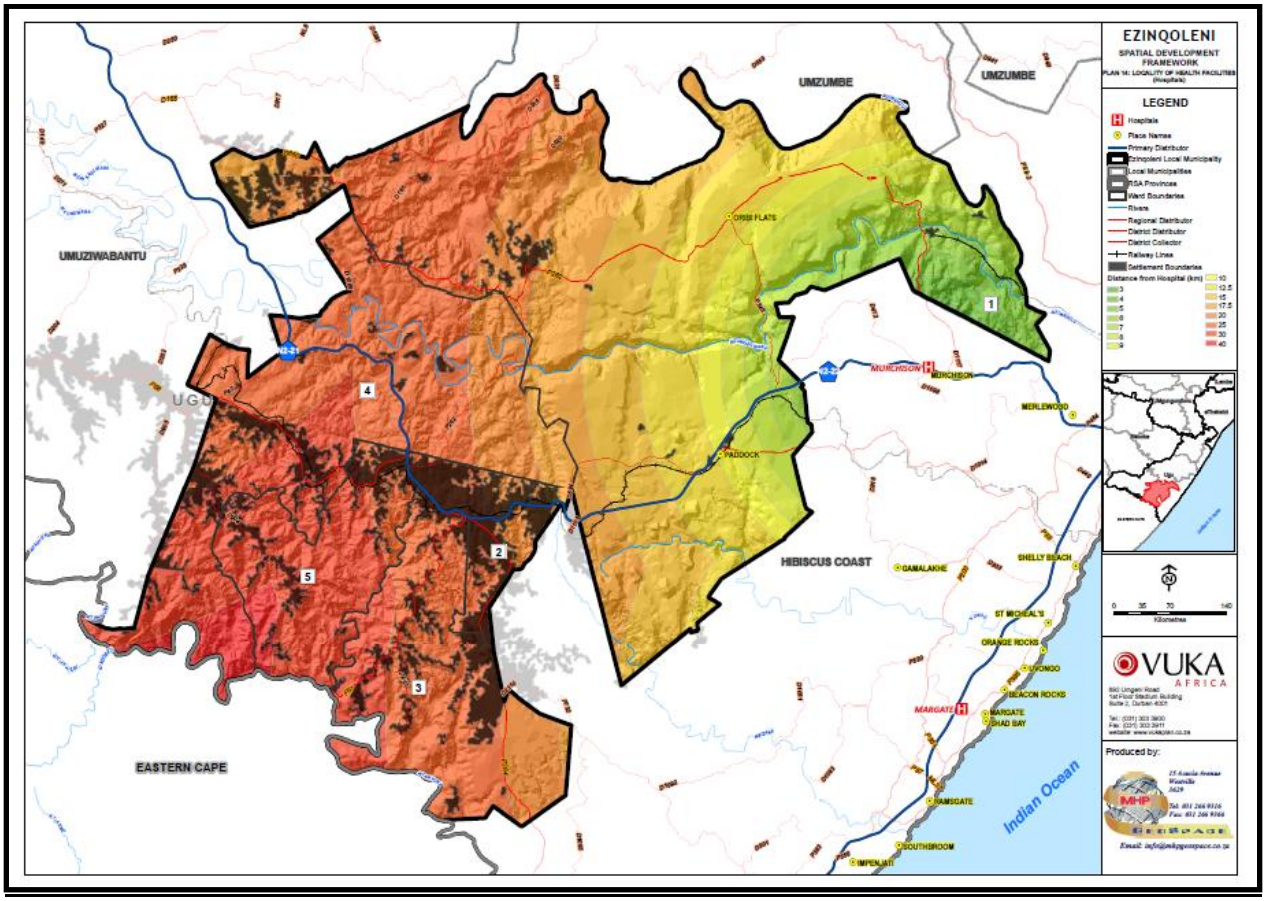
The Department of Health has also proposed the projects indicated below, however, these will only be implemented once the necessary budget has been secured. The implementation of these projects will not only assist in improving the general health of the population by increasing access to health facilities, but it is also envisaged that illnesses such as HIV/AIDS will be reduced due to more awareness and accessibility of the service.

NAME	WARD	PROJECT
Kwa Nikwe	5	New PHC Clinic
Mdlazi	3	New PHC Clinic
Thorndale Mahlabathini	1	New PHC Clinic
Thembalesizwe (staff accommodation)	3	Upgraded PHC Clinics

Phila Mntwana Centre	Ward	Functionality
Fukamela	1	Fully
Ndunu	4	Fully
Mahlabathini	2	Fully

In efforts to reduce child mortality and combat infant related diseases, the department has also implemented the Phila Mntwana centres in three wards

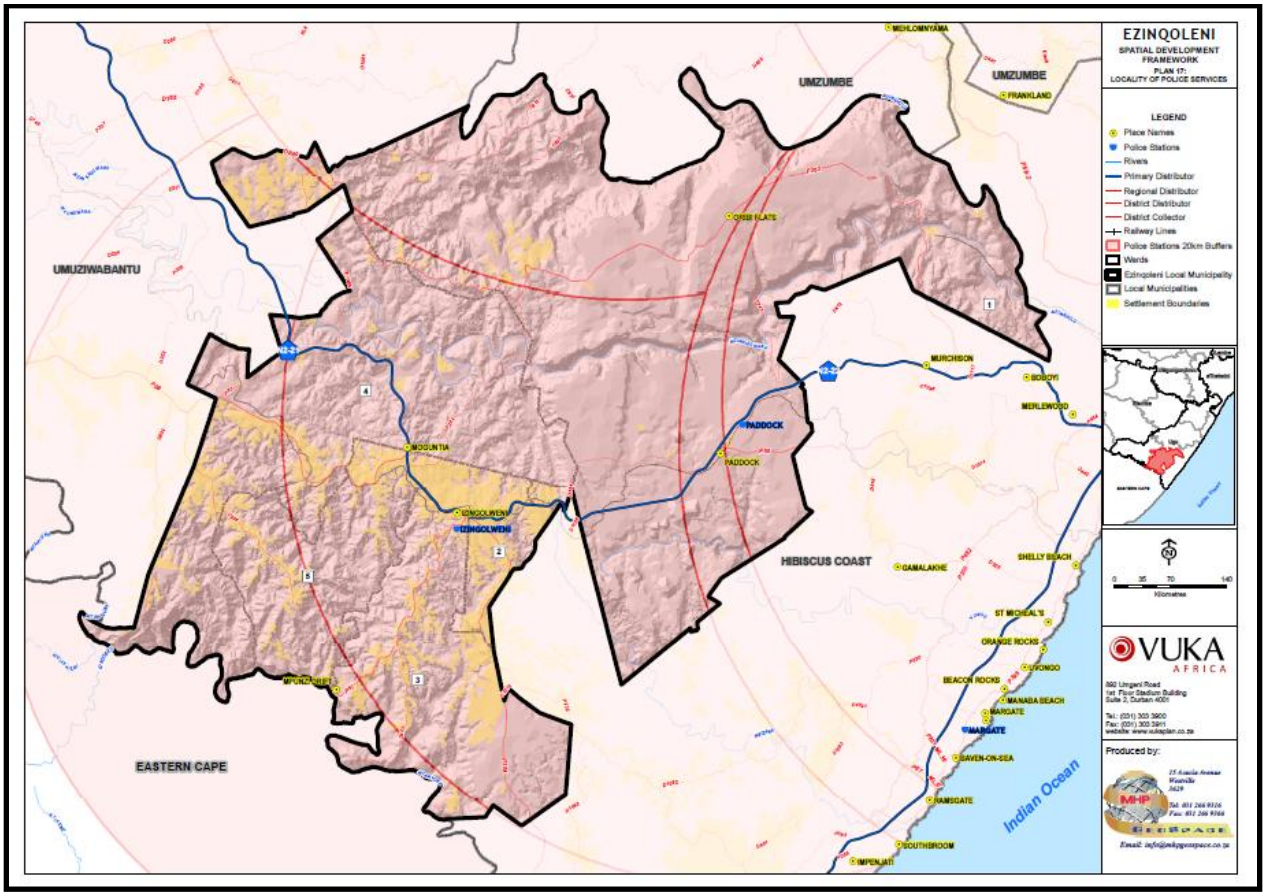
When considering issues of threshold, the Murchison Hospital, located in Hibiscus Coast is in relative close proximity. Other areas where population concentrations exist could in future be serviced by both formal and mobile Clinics.



Map 21: Distribution of Hospitals in Ezinqoleni

3.4.13 SAFETY AND SECURITY

Two Police Stations currently exist in Ezinqoleni municipality and are located in Ezingolweni and Paddock , serving the whole of the municipality. These are outlined in the attached map below. There is currently a plan to develop a satellite police station in Bhosiki, on the South Western tip of the municipality. This will help ensure the safety of all residents. An established Magistrates Court is already operational in Ezingolweni.



Map 22: Distribution of Police Stations in Ezinqoleni

3.4.14 SOCIAL FACILITY INTERVENTIONS

The table below depicts the proposed improvements to be made on the various social facilities.

Type of activity	EXISTING (Maintain)	IMPROVE (Consolidate)	NEW
EDUCATION			
Primary Schools	Maintain existing	Where required	Guided by needs
Secondary Schools	Maintain existing	Where required	Guided by needs
Tertiary Training			Ezingolweni
HEALTH			
Mobile Clinics			
Clinics	Ezingolweni Clinic (Potential CHC)		Kwa Nikwe clinic Mdlazi clinic

	Mthimude Clinic Thembalesizwe Clinic Thonjeni Clinic		Thorndale clinic Mahlabathiniclinic
Community Health Centre			
Hospital	NON		
SAFETY, SECURITY AND JUSTICE			
Satellite Police Station			Bhosiki Police station
Police Station	Ezingolweni & Paddock		
Magistrates Court	Ezingolweni		
Traditional Court	Three traditional courts		
WELFARE			
Social Welfare Office	Ezingolweni		
Mobile Pension Payment Points	Existing Payment Points		
Pension payment point	Ezingolweni		
SOCIAL FACILITIES			
Community Halls	Approx. 8 in municipality		
Libraries	Ezingolweni		
RECREATION			
Sport Field	Existing sports fields		
Sport Complex			Ezingolweni
ADMINISTRATIVE			
Thusong Centre			Ezingolweni
Municipal Offices	Ezingolweni		
Post Office	Ezingolweni		
Postal Collection Points			Based on needs
SOCIAL INFRASTRUCTURE			
Cemetery			Ezingolweni
Markets			Ezingolweni Long Term Node
Taxi Rank		Ezingolweni	

Table 27: Proposed interventions to social facilities

3.4.15 NATION BUILDING AND SOCIAL COHESION

In order to promote social cohesion and cultural diversity, Ezinqoleni municipality takes part in a number of initiatives. These include sports, cultural and traditional activities. Umkhosi Womhlanga Ceremony (reed dance) is one of the events that are used to promote this social cohesion. This is an annual event and it starts

at the local level. The main objective is to promote virginity testing in the fight against HIV/AIDS. The municipality also conducts the cultural activities competition where the youth competes on different cultural music / dance. Other initiatives such as hip-hop talent shows are implemented in order to protect, develop arts, culture and to sustain our democracy and build our nation.

3.4.16 COMMUNITY DEVELOPMENT FOR VULNERABLE GROUPS

Youth Development

Youth development is one of the key areas of intervention in the municipality. This is largely underpinned by the youth forming a majority of the population, necessitating the need to strengthen projects and programmes for this age group. Youth Development is a process or journey that automatically involves all of the people around the youth—family and community. The municipality is working towards positive results in the lives of youth by focusing on different aspects of life rather than concentrating only on academic skills and competencies. The expected outcomes of youth development programmes are: Physical well-being, mental well-being, Intellectual health, Employability and Civic and Social Investment. Ezinqoleni Municipality therefore engaged on numerous programmes in order to achieve their goal.

Child Care / Rights of a Child Programmes:

The early childhood development centres are monitored, to insure that children are in a safe place and those early childhood development Centres are registered in Department of Social Development for assistant and illegality; and also to give children advice on human trafficking. School uniforms are provided to support those vulnerable families; to insure that the right of a child to be educated is reaslised.

Disability and Senior Citizens

The disability forum is in place, this forum provides a platform for disabled people to discuss and share issues affecting them. Workshops and seminars' are attended by disabled people to create awareness to ensure that people with disabilities rights are not being exploited. The senior citizens forum is in place and functional with 16 luncheon centres within all wards of the Ezinqoleni. The forum was launched to ensure the care, support, protection and development of vulnerable groups and people with special needs particularly older persons within the Ezinqoleni Municipality. All the centres are visited and inspected. In order to promote intergenerational bonding and embrace active ageing, the Ezinqoleni Senior Citizens participate in the national golden games. The capacity building workshops and seminars are also conducted within all the Ezinqoleni luncheon centres.

Farm Worker Programme

The Municipality has a responsibility to facilitate a coordinated response and create an enabling environment for farm workers. The workshops and seminars are conducted; focus on health issues e.g. STIs, TB, HIV/AIDS and general human rights.

HIV and AIDS

HIV and AIDS has become one of the biggest challenges that has ever faced our society. Political and socio-economic configuration of our society has been severely disintegrated. Government, civil society and private sectors are equally threatened by this disease. The HIV and AIDS pandemic is inherently linked with poverty, cultural behaviour, beliefs, social and economical inequalities between women and men. This pandemic has the potential of reversing some of the progressive gains made by our democratic government. To reverse the impact of HIV and AIDS pandemic, developing countries such as South Africa need to develop comprehensive intervention mechanisms that bring together government, civil society and private sectors in well co-ordinated partnerships. The response to HIV and AIDS has registered some significant gains in as far as prevention, treatment, care and support. However, these initiatives need to be escalated to higher levels. However, resources tend to be insufficient. The South African government has committed itself to fighting HIV and AIDS through the social sector's National integrated Plan (NIP) which utilises conditional grants to provinces to ensure the realisation of national goals. These conditional grants are supplemented by provincial resources that are committed to the implementation of HIV and AIDS programmes.

Ezinqoleni LAC achievements are a result of the added value created by the multiple stakeholder participation in the Local Aids Council (LAC) that directs all sectors of society in the creation of cascading waves of social response through Operation Sukuma Sakhe involving Government at all levels, civil society including business, labour, churches, traditional leadership and many other stakeholders represented in the Council.

Gender / Women

The forum is in place where by community members discuss about the issues affecting them. Workshop are being conducted and national specials days are celebrated; to ensure that community are involve in government programmes and are also developed spiritual.

STRENGTHS	**WEAKNESSES**
Existing tourism route Improved job creation through EPWP & CWP	Brain drain Primary sector decline Low income levels Limited funding to implement LED programmes HIV/AIDS prevalence

OPPORTUNITIES	THREATS
Young population SMME development N2 corridor	High unemployment Limited access to essential services

Table 28: Local Economic and Social Development SWOT analysis

KEY CHALLENGE	EXISTING STRATEGIES
Unemployment	CWP EPWP Support to SMMEs and Cooperatives
Limited funding to implement LED initiatives	Internal funding Sector department grants Review of the LED strategy
HIV/AIDS prevalence	HIV/AIDS programmes War rooms Department of Health's Phila mntwana centres
Poverty	Sukuma Sakhe initiatives One home one garden initiatives Support to agricultural cooperatives

SECTION C: SITUATIONAL ANALYSIS

C5 FINANCIAL VIABILITY AND MANAGEMENT

3.5.1 CAPABILITY TO EXECUTE CAPITAL PROJECTS

The table below illustrates Capital Expenditure by Standard Classification (2010/2011 to 2016/2017)

Table 29: Capital Expenditure by Standard Classification

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Capital expenditure – Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		–	–	–	–	–	–	–	–	–	–
Vote 2 - Budget and Treasury Office		–	–	–	–	–	–	–	–	–	–
Vote 3 - Corporate Services		–	–	–	–	–	–	–	–	–	–
Vote 4 - Technical and Community Services		–	–	–	–	–	–	–	–	–	–
Vote 5 - [NAME OF VOTE 5]		–	–	–	–	–	–	–	–	–	–
Vote 6 - [NAME OF VOTE 6]		–	–	–	–	–	–	–	–	–	–
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–

Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	–	–	–	–	–	–	–	–	–	–
Single-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		250	74	–	115	110	110	–	88	150	175
Vote 2 - Budget and Treasury Office		129	29	–	95	282	282	–	338	150	175
Vote 3 - Corporate Services		604	62	–	945	610	610	–	838	650	675
Vote 4 - Technical and Community Services		5 414	14 317	–	16 170	17 107	17 107	–	15 275	19 614	19 096
Vote 5 - [NAME OF VOTE 5]		–	–	–	–	–	–	–	–	–	–
Vote 6 - [NAME OF VOTE 6]		–	–	–	–	–	–	–	–	–	–
Vote 7 - [NAME OF VOTE 7]		–	–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–

Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		6 397	14 482	–	17 325	18 109	18 109	–	16 538	20 564	20 121
Total Capital Expenditure – Vote		6 397	14 482	–	17 325	18 109	18 109	–	16 538	20 564	20 121
Capital Expenditure – Standard											
Governance and administration		983	165	535	1 155	1 002	1 002	–	1 264	950	1 025
Executive and council		250	74	148	115	110	110		88	150	175
Budget and treasury office		129	29	249	95	282	282		339	150	175
Corporate services		604	62	138	945	610	610		838	650	675
Community and public safety		5 122	11 545	6 163	2 551	4 633	4 633	–	1 200	5 000	4 000
Community and social services		5 122	2 832	6 163	500	1 533	1 533		1 200		
Sport and recreation			8 713		2 051	3 100	3 100				
Public safety										5 000	4 000
Housing											
Health											
Economic and environmental services		292	2 772	6 042	13 619	12 474	12 474	–	13 987	14 464	14 921
Planning and development		175	24		145	–	–				
Road transport		117	2 748	6 042	13 474	12 474	12 474		13 987	14 464	14 921
Environmental protection											
Trading services		–	–	–	–	–	–	–	–	–	–

Electricity											
Water											
Waste water management											
Waste management											
Other									88	150	175
Total Capital Expenditure – Standard	3	6 398	14 482	12 741	17 325	18 109	18 109	–	16 538	20 564	20 121
Funded by:											
National Government		7 511	11 125	13 496	13 474	13 474	13 474		13 987	14 464	14 921
Provincial Government		5 352				1 575	1 575		–	–	–
District Municipality											
Other transfers and grants											
Transfers recognised – capital	4	12 863	11 125	13 496	13 474	15 049	15 049	–	13 987	14 464	14 921
Public contributions & donations	5										
Borrowing	6										
Internally generated funds		305	3 357		3 851	3 060	3 060		2 551	6 100	5 200
Total Capital Funding	7	13 168	14 482	13 496	17 325	18 109	18 109	–	16 538	20 564	20 121

From the above table, it is evident that the bulk of all capital expenditure is to address the backlogs in road transport. It is also witnessed that the huge slice of our budget in terms of Capital expenditure sourced from MIG grant. The municipality will be dropping in terms of capital expenditure from 32% to 27.1% (from 2013/14 to 2014/15) due to provincial grants which was given to the municipality as a once off grant. However Municipal Infrastructural Grant (MIG) will slightly increase from R 13, 5 million to R13.9 million.

Revenue by Major Source (2010/2011 to 2016/2017)

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source											
Property rates	2	438	672	769	874	2 884	2 884	–	3 100	3 265	3 460
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - other											
Rental of facilities and equipment		11	24	5	21	8	8		15	17	19
Interest earned - external investments		858	1 070	1 020	933	1 205	1 205		1 702	1 872	2 059
Interest earned - outstanding debtors						82	82		55	60	65
Dividends received											
Fines		0									
Licences and permits											
Agency services											
Transfers recognised - operational		26 129	27 110	31 206	33 654	33 804	33 804		39 097	46 924	47 849
Other revenue	2	280	681	499	391	314	314	–	300	344	377
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		**27 718**	**29 558**	**33 498**	**35 873**	**38 297**	**38 297**	**–**	**44 269**	**52 482**	**53 829**

Table 30: Revenue by Major Source

As evident from the above table, the bulk of Municipal Revenue is via Transfers, whilst there is minor income derived from municipal property rates. We also notice that there will be some improvements in all revenue i.e. grants from R 33,8million to R 39,1million, Interest earned from R 1.2 million to R 1.7 milliom and Property rate from R 2.8 million to R 3.1 million. The above increase indicate improvement in the municipal operational budget.

Operating Expenditure by Major & Minor Type (2009/2010 to 2015/2016)

Expenditure By Type											
Employee related costs	2	6 982	8 055	10 201	12 544	12 193	12 193	–	13 435	14 295	15 210
Remuneration of councillors		2 135	2 445	2 814	2 950	2 990	2 990		3 176	3 379	3 595
Debt impairment	3	(229)	23		65	65	65		150	165	182
Depreciation & asset impairment	2	2 310	3 733	11 462	3 613	9 000	9 000	–	9 900	10 890	11 979
Finance charges		55	32	15	55	55	55		50	55	61
Bulk purchases	2	–	–	–	–	–	–	–	–	–	–
Other materials	8	–	–	–	–	–	–		–	–	–
Contracted services		424	375	849	632	602	602	–	2 477	2 725	2 997
Transfers and grants		674	707	400	1 463	1 313	1 313	–	775	853	938
Other expenditure	4, 5	12 389	9 831	10 628	12 251	13 484	13 484	–	14 798	14 836	16 416
Loss on disposal of PPE		18									
Total Expenditure		**24 759**	**25 202**	**36 369**	**33 573**	**39 702**	**39 702**	**–**	**44 761**	**47 197**	**51 377**

Table 31: Operating Expenditure by Major & Minor Type

In terms of Operating Expenditure, there has been a steady increase in both Employee related costs and remuneration of councilors. The increase is due to a percentage increase in the inflation thus increase in salaries and allowances. However in terms of the acceptable norm of 35 % when considering the personel cost to total operational expenditure the municipality is doing very well and is dropping from 31% in 2013/14 to 30% in 2014/15.

3.5.2 INDIGENT SUPPORT

The definition of a poor household relates to income poverty, or the lack of sufficient income to satisfy basic and essential needs such as food, clothing, energy and shelter. Ezinqoleni Municipal Indigent Policy is in line with this definition which also takes into consideration the total monthly household income majored against two state pension payout as baselines for indigent household.

3.5.3 MUNICIPAL CONSUMER DEBT POSITION

In 2014/2015 the Municipal Budget made provision for R 620,000 consumer debt. This amounted to a year-on-year increase of 302.4% increase.

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
ASSETS											
Current assets											
Cash		8 939	9 168	24 125	11 067	12 444	12 444	12 444	18 107	21 871	24 991
Call investment deposits	1	9 404	10 591	3 738	16 729	16 729	16 729	16 729	24 790	34 138	43 220
Consumer debtors	1	151	300	345	205	205	205	205	620	651	683
Other debtors		3 649	2 695	3 093					199	219	241
Current portion of long-term receivables											
Inventory	2										
Total current assets		22 144	22 754	31 300	28 001	29 378	29 378	29 378	43 716	56 879	69 135

Table 32: Municipal Assets (including Debts)

3.5.4 GRANTS AND SUBSIDIES Transfer and Grants Receipts

KZN215 Ezinqoleni - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		**28 112**	**26 010**	**28 336**	**33 020**	**33 020**	**33 020**	**38 286**	**46 225**	**46 893**
Local Government Equitable Share		18 112	21 581	26 036	29 480	29 480	29 480	34 499	43 308	43 775
Finance Management		1 250	1 500	1 500	1 650	1 650	1 650	1 800	1 950	2 100
Municipal Systems Improvement		750	790	800	890	890	890	934	967	1 018
EPWP Incentive		–	–	–	1 000	1 000	1 000	1 053		
Integrated National Electrification Programme		8 000	2 139	–	–	–	–	–	–	–
Other transfers/grants [insert description]										
Provincial Government:		**490**	**329**	**546**	**634**	**784**	**784**	**811**	**699**	**956**
Sport and Recreation					–	150	150	150		
Art and Culture		90	329	346	634	634	634	661	699	956
Coperate Governance and Traditional affairs		400	–	200	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total Operating Transfers and Grants	5	**28 602**	**26 339**	**28 882**	**33 654**	**33 804**	**33 804**	**39 097**	**46 924**	**47 849**
Capital Transfers and Grants										
National Government:		**7 511**	**11 125**	**13 496**	**13 474**	**13 474**	**13 474**	**13 987**	**14 464**	**14 921**
Municipal Infrastructure Grant (MIG)		7 511	11 125	13 496	13 474	13 474	13 474	13 987	14 464	14 921
Other capital transfers/grants [insert desc]										
Provincial Government:		**5 352**	**–**	**525**	**–**	**1 575**	**1 575**	**–**	**–**	**–**
Small Town Grant and Sport and Recreation Grant		5 352	–	525	–	1 575	1 575			
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total Capital Transfers and Grants	5	**12 863**	**11 125**	**14 021**	**13 474**	**15 049**	**15 049**	**13 987**	**14 464**	**14 921**
TOTAL RECEIPTS OF TRANSFERS & GRANTS		**41 465**	**37 464**	**42 903**	**47 128**	**48 853**	**48 853**	**53 084**	**61 388**	**62 770**

Table 33: Transfer and Grants Receipts

A total amount of R 53 million was budgeted for in 2014/2015 for receipts of transfers and grants from R 48,8 million in 2013/14. The level of reliance to government grants has been slightly increased by 0.01% from 86.6% in 2013/14 to 87.3 % in 2014/15 which indicate increase in the municipality on government grants to sustain their financial position.

3.5.5 MUNICIPAL INFRASTRUCTURE ASSETS (Q&M)

Repairs and Maintenance Expenditure (2010/2011 to 2016/2017)

KZN215 Ezinqoleni - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		350	436	723	860	860	860	100	110	116
Infrastructure - Road transport		350	436	723	800	800	800	–	–	–
Roads, Pavements & Bridges		350	436	723	800	800	800			

Storm water	–	–	–	–	–	–	–	–	–
Infrastructure – Electricity	–	–	–	60	60	60	100	110	116
Generation	–	–	–	–	–	–	–	–	–
Transmission & Reticulation	–	–	–	–	–	–	–	–	–
Street Lighting	–	–	–	60	60	60	100	110	116
Infrastructure – Water	–	–	–	–	–	–	–	–	–
Dams & Reservoirs	–	–	–	–	–	–	–	–	–
Water purification	–	–	–	–	–	–	–	–	–
Reticulation	–	–	–	–	–	–	–	–	–
Infrastructure – Sanitation	–	–	–	–	–	–	–	–	–
Reticulation	–	–	–	–	–	–	–	–	–
Sewerage purification	–	–	–	–	–	–	–	–	–

Infrastructure – Other		–	–	–	–	–	–	–	–	–
Waste Management		–	–	–	–	–	–	–	–	–
Transportation	2	–	–	–	–	–	–	–	–	–
Gas		–	–	–	–	–	–	–	–	–
Other	3	–	–	–	–	–	–	–	–	–
Community		33	35	–	140	100	100	250	295	303
Parks & gardens		–	–	–	–	–	–	–	–	–
Sportsfields & stadia		–	7	–	70	50	50	100	120	120
Swimming pools		–	–	–	–	–	–	–	–	–
Community halls		30	28		70	50	50	150	175	183
Libraries		3	–	–	–	–	–	–	–	–
Recreational facilities										

		–	–	–	–	–	–	–	–	–
Fire, safety & emergency		–	–	–	–	–	–	–	–	–
Security and policing		–	–	–	–	–	–	–	–	–
Buses	7	–	–	–	–	–	–	–	–	–
Clinics		–	–	–	–	–	–	–	–	–
Museums & Art Galleries		–	–	–	–	–	–	–	–	–
Cemeteries		–	–	–	–	–	–	–	–	–
Social rental housing	8	–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Buildings		–	–	–	–	–	–	–	–	–
Other	9									

		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Housing development		–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Other assets		219	228	–	375	555	555	580	638	705
General vehicles		82	100		110	160	160	150	165	182
Specialised vehicles	10	–	–	–	–	–	–	–	–	–
Plant & equipment		36	85		150	300	300	180	198	218
Computers - hardware/equipment		10			20	20	20	25	28	30
Furniture and other office equipment		18	22		35	15	15	25	28	30
Abattoirs		–	–	–	–	–	–	–	–	–

Markets	–	–	–	–	–	–	–	–	–
Civic Land and Buildings	–	–	–	–	–	–	–	–	–
Other Buildings	73	21		60	60	60	200	220	245
Other Land	–	–	–	–	–	–	–	–	–
Surplus Assets - (Investment or Inventory)	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–
Agricultural assets	–	–	–	–	–	–	–	–	–
List sub-class	–	–	–	–	–	–	–	–	–
	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
List sub-class	–	–	–	–	–	–	–	–	–

		–	–	–	–	–	–	–	–	–
Intangibles		–	–	–	–	–	–	–	–	–
Computers - software & programming		–	–	–	–	–	–	–	–	–
Other (list sub-class)		–	–	–	–	–	–	–	–	–
Total Repairs and Maintenance Expenditure	1	603	699	723	1 375	1 515	1 515	930	1 043	1 123

Table 34: Repairs and Maintenance Expenditure

The Ezinqoleni Municipality budgeted in 2014/2015 an amount of R930 000, for repairs and maintenance of municipal assets which is a slight decrease from 2013/14 where it was R 1,5 million. The ration of repairs and maintenance to total book value of PPE is 2,09 in 2013/14 whereas in 2014/15 has further decreased to 1.15%. A fairly low percentage of repairs and maintenance has been recorded for both financial years 2013/14 and 2014/15. The reason is the PPE is fairly new and requires less maintenance than older PPE. However the municipality will consider increasing these figures in future as it will have a negative impact in service delivery.

3.5.6 CURRENT AND PLANNED BORROWING

The Municipality has no current or planned Borrowings.

3.5.7 MUNICIPALITY'S CREDIT RATING

The Ezinqoleni Municipality currently does not have a Credit Rating.

3.5.8 EMPLOYEE RELATED COSTS (INCLUDING COUNCILOR ALLOWANCES)

KZN215 Ezinqoleni - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		2 022	2 316	2 674	2 806	2 846	2 846	2 992	3 184	3 388
Pension and UIF Contributions								–		
Medical Aid Contributions								–		
Motor Vehicle Allowance								–		
Cellphone Allowance		102	128	139	144	144	144	144	153	163

Housing Allowances								–		
Other benefits and allowances								40	42	45
Sub Total – Councillors		2 124	2 445	2 814	2 950	2 990	2 990	3 176	3 379	3 595
% increase	4		15.1%	15.1%	4.8%	1.4%	–	6.2%	6.4%	6.4%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		2 119	1 305	1 815	2 787	2 787	2 787	2 972	3 163	3 365
Pension and UIF Contributions								5	5	6
Medical Aid Contributions								–		
Overtime								–		
Performance Bonus					116	116	116	124	132	140
Motor Vehicle Allowance	3			472	–	–	–	–		
Cellphone Allowance	3		345					–		

Housing Allowances	3		244	346	39	39	39	–		
Other benefits and allowances	3	138	143	165	201	107	107	36	38	41
Payments in lieu of leave			65					65	69	73
Long service awards								–		
Post-retirement benefit obligations	6							–		
Sub Total - Senior Managers of Municipality		2 257	2 103	2 798	3 143	3 048	3 048	3 202	3 407	3 625
% increase	4		(6.8%)	33.1%	12.3%	(3.0%)	–	5.0%	6.4%	6.4%
Other Municipal Staff										
Basic Salaries and Wages		2 588	4 092	5 068	6 081	6 081	6 081	6 797	7 232	7 694
Pension and UIF Contributions		740	746	843	1 153	1 153	1 153	1 281	1 363	1 451
Medical Aid Contributions			233	297	410	410	410	489	520	553
Overtime					43	43	43	–	–	–

Performance Bonus		252	241	388	507	507	507	566	603	641
Motor Vehicle Allowance	3	330	596		354	354	354	433	461	491
Cellphone Allowance	3				–	–	–	79	84	89
Housing Allowances	3	20	16		30	30	30	30	32	34
Other benefits and allowances	3	628			69	69	69	83	88	94
Payments in lieu of leave		39	28	145	518	262	262	297	316	336
Long service awards		129		13	235	235	235	35	37	40
Post-retirement benefit obligations	6			433				143	152	162
Sub Total - Other Municipal Staff		4 726	5 953	7 186	9 401	9 145	9 145	10 233	10 888	11 585
% increase	4		26.0%	20.7%	30.8%	(2.7%)	–	11.9%	6.4%	6.4%
Total Parent Municipality		9 107	10 500	12 798	15 494	15 183	15 183	16 611	17 674	18 805
			15.3%							

				21.9%	21.1%	(2.0%)	–	9.4%	6.4%	6.4%	

Table 35: Employee Related Costs

There has been a steady increase in both Employee related costs and remuneration of councilors. The increase is due to a percentage increase in the inflation thus increase in salaries and allowances. However in terms of the acceptable norm of 35 % when considering the personnel cost to total operational expenditure the municipality is doing very well and is dropping from 31% in 2013/14 to 30% in 2014/15.

3.5.9 SUPPLY CHAIN MANAGEMENT

Ezinqoleni municipality has an approved SCM policy. The bid committees were established and are functional. The SCM procurement thresholds as per the SCM regulations are adhered to. However, at times there are deviations that are approved in terms of regulation 36 mainly in case of emergency, sole supplies and where it is impractical to follow the procurement process. The required SCM reports are submitted to the relevant authorities.

Key Trends

- Established bid committees
- Finance policies in place
- Acceptable personnel costs
- Grant dependency

SECTION C: SITUATIONAL ANALYSIS

C6 BASIC SERVICE DELIVERY

The municipality is characterised by a high concentration of its total population towards the southern parts of the municipality especially on the Traditional Authority land. There is a significant concentration around the Izingolweni area, although the settlements are scattered in nature with relatively low spatial densities. It is important to note that these settlements are not structured in formally established towns and thus the provision of services to these areas without linear patterns and limited servitude reserves are often challenging.

3.6.1 WATER AND SANITATION

Ezinqoleni municipality is currently not a water services authority and relies on Ugu District for the provision of water to its residents. In line with the National target of universal access to potable water within 200 meters of a residential unit (minimum standard) by 2014, Ezinqoleni Municipality has made tremendous inroads in that 95% of households within the municipality are meeting the minimum standards, however, access to piped water inside the dwelling still proves a challenge. Census 2011 estimates that houses that have access to piped water inside the dwelling increased from 2.9% in 2001 to 6.8% in 2011.

Year	% of households with access to piped water onsite
2001	2.9
2011	6.8

Table 36: Access to piped water

3.6.1.1 SOURCES OF WATER

This has meant that residents have had to rely on other possible means of water sources. The table and graph below gives an indication of the sources of water per ward within the municipality.

Source of water per ward (House Holds)							
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	**Ezinqoleni**
Regional/local water scheme (operated by municipality or other water services provider)	1183	813	1623	1337	1791	1221	**7968**
Borehole	119	51	5	56	34	15	**280**
Spring	4	6	1	27	5	3	**46**
Rain water tank	31	55	6	25	33	8	**158**
Dam/pool/stagnant water	357	109	4	98	14	12	**593**
River/stream	77	243	324	220	296	107	**1267**
Water vendor	2	192	29	7	19	253	**503**
Water tanker	160	45	81	64	33	50	**433**
Other	7	48	18	136	7	8	**224**
Total	**1941**	**1562**	**2091**	**1969**	**2233**	**1676**	**11472**

Table 37: Sources of water per ward

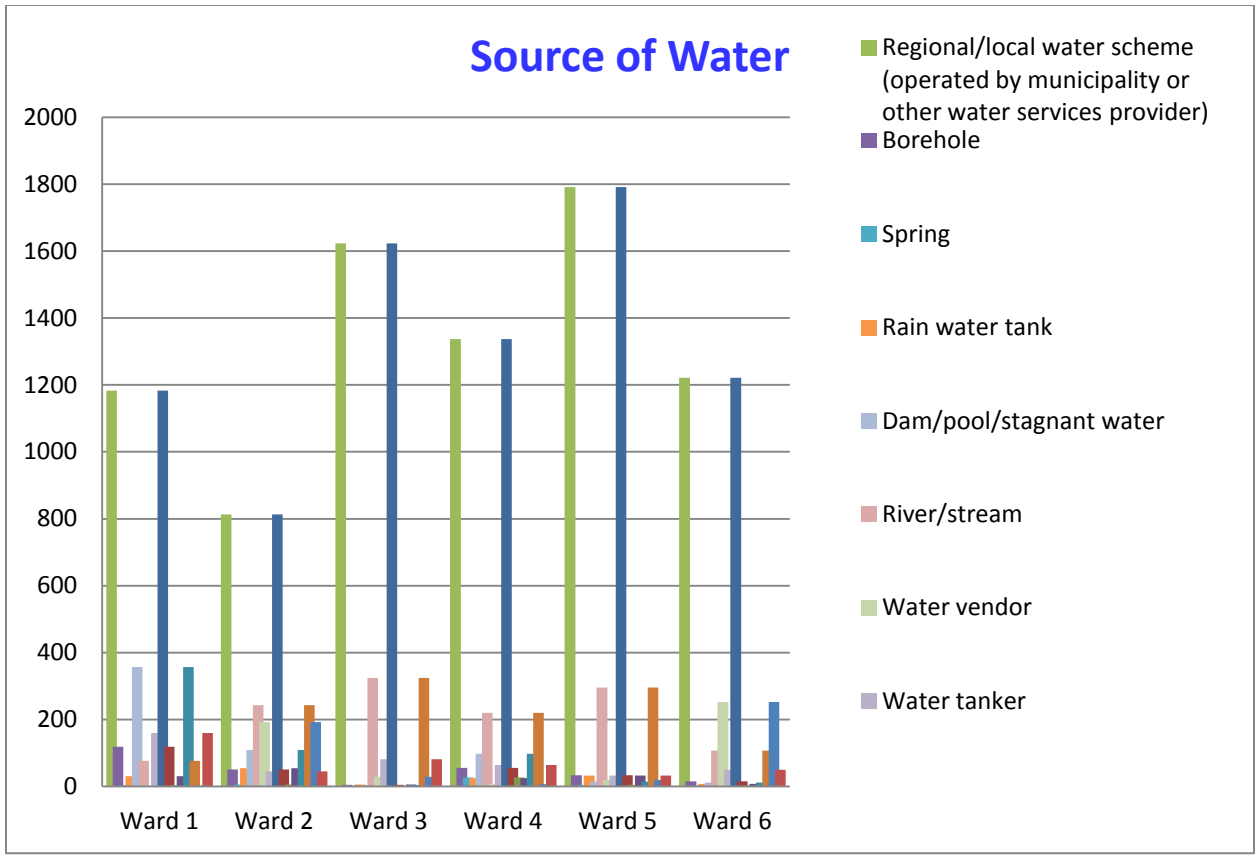


Figure 15: Sources of water

3.6.1.2 ACCESS TO WATER

The table below sourced from HIS Global Insight indicates the amount of work that Ezinqleni Municipality working with Ugu district has managed to achieve. In 2002, the estimated number of residents with no formal piped water was at 52.7% and that has decreased to 19.7% in 2012. The municipality realises the work that needs to be done in order to ensure that all residents and households have access to portable water.

	2002			2012		
Districts	**onsite**	**Offsite**	**No formal piped water**	**onsite**	**offsite**	**No formal piped water**
KwaZulu-Natal	55.5%	22.1%	22.4%	60.6%	19.6%	19.8%
Ugu	32.5%	24.1%	43.5%	30.4%	47.9%	21.7%
Ezingoleni	15.6%	31.7%	52.7%	9.4%	70.9%	19.7%

Table 38: Access to water

The locality of bulk water reticulation is illustrated by the Water Services map below and from the said map it is evident that the main line services the southern populated areas of the municipality and the Oribi Gorge area.

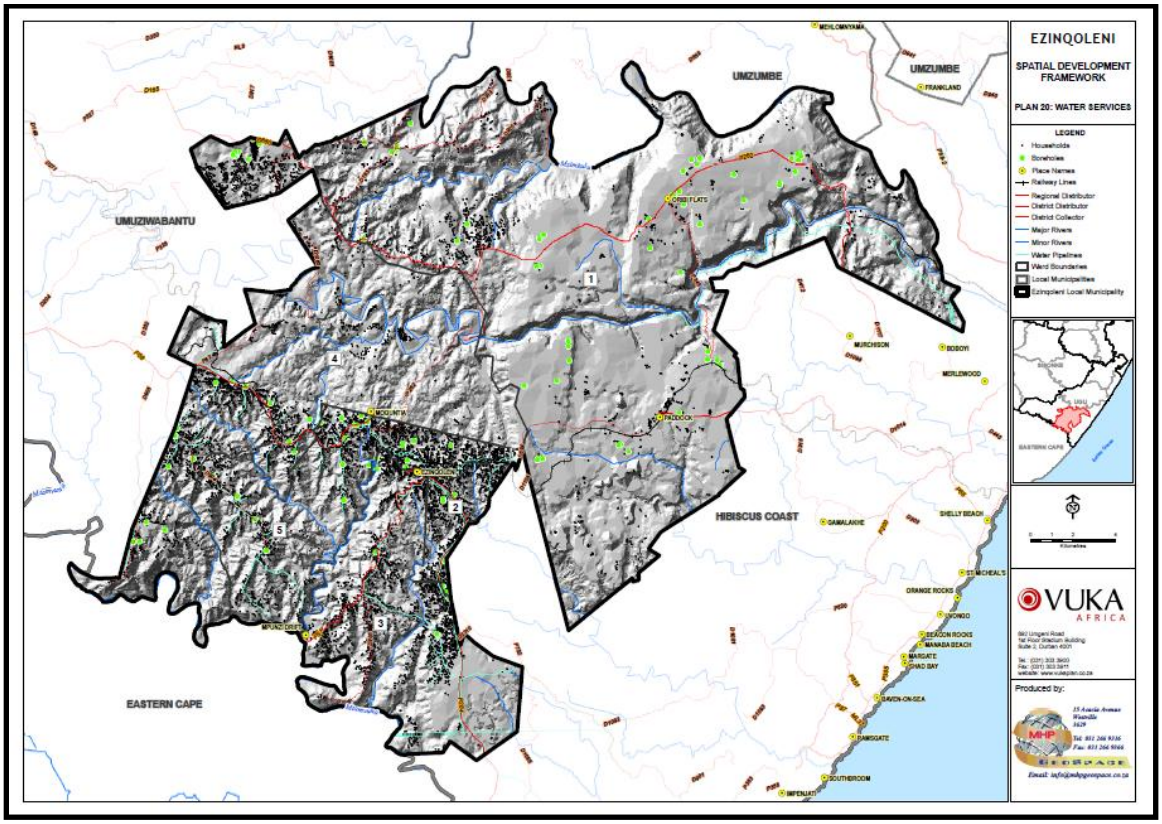
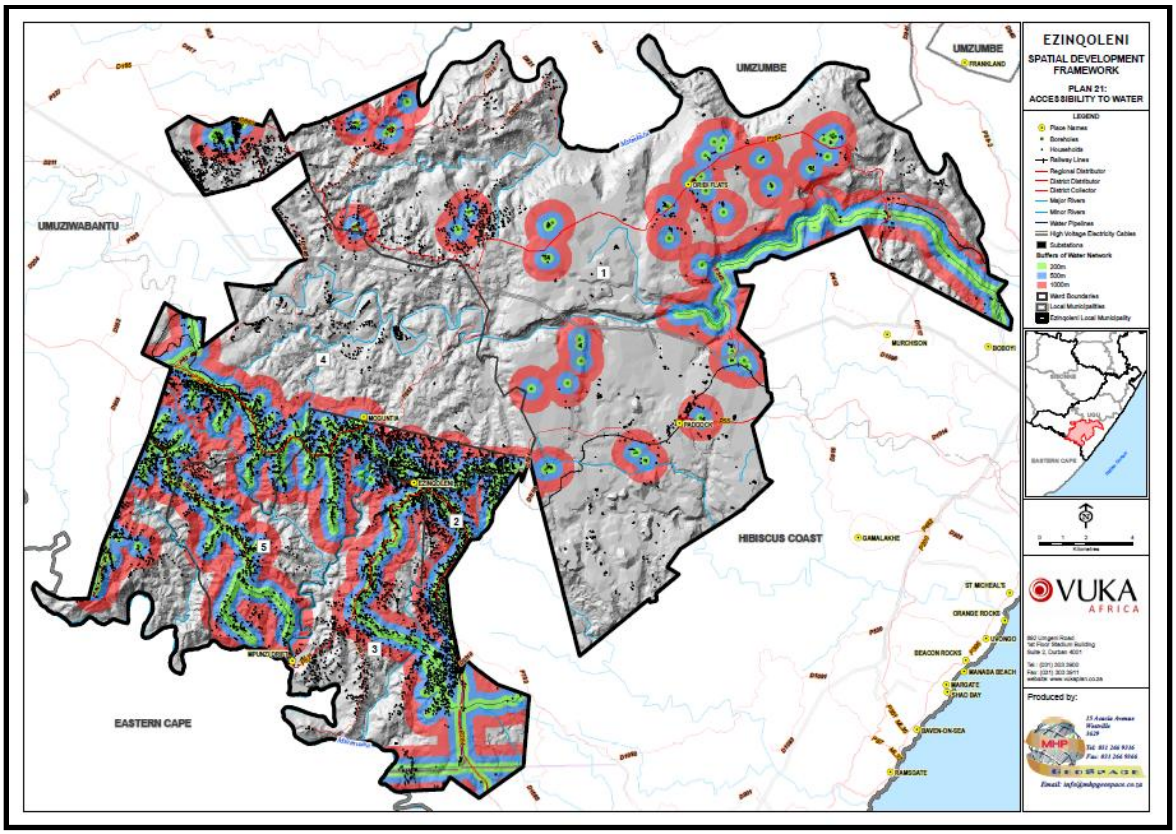


Table 23: Water Services

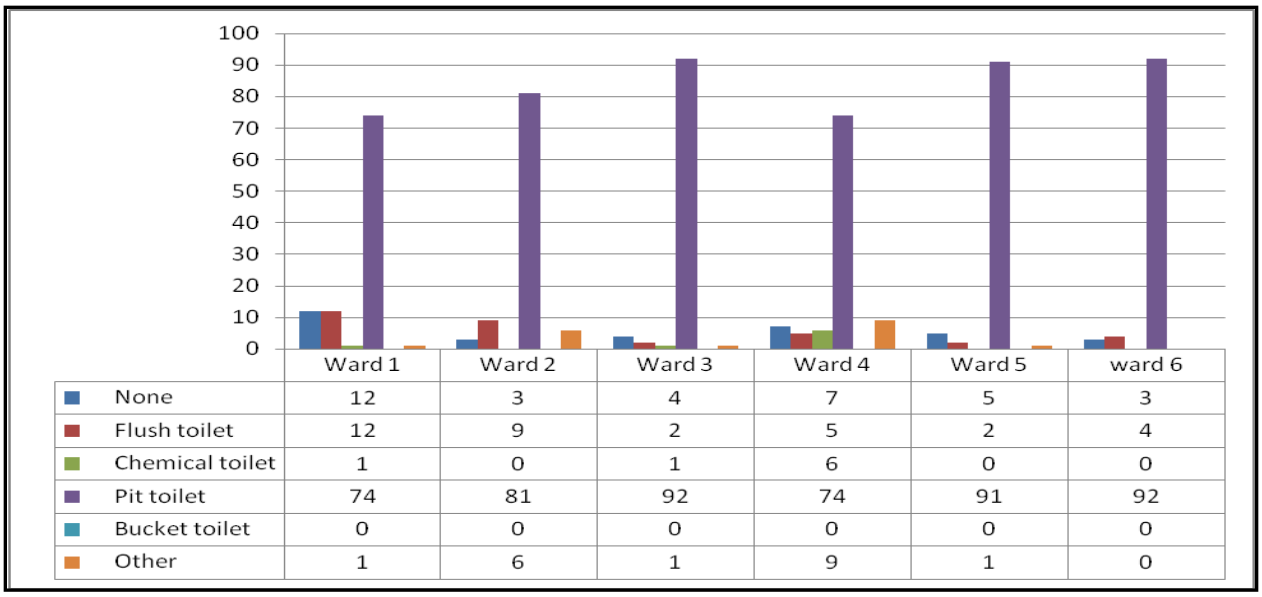


Map 24: Accessibility to water

The Accessibility to Water map above depicts how close the population is situated to possible water sources from which they can be serviced. This does not indicate whether households are serviced or not.

3.6.1.3 SANITATION

Sanitation is one of the key basic services that each household needs to have in a bid to decrease diseases caused by lack of proper sanitation facilities. The table below shows the access to sanitation per ward for the Ezinqoleni Municipality. It is pleasing to note that the bucket system at Ezinqoleni Municipality has been eradicated.



	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	ward 6
None	12	3	4	7	5	3
Flush toilet	12	9	2	5	2	4
Chemical toilet	1	0	1	6	0	0
Pit toilet	74	81	92	74	91	92
Bucket toilet	0	0	0	0	0	0
Other	1	6	1	9	1	0

Figure 16: Sanitation per ward

Pit latrines remain the dominant form of sanitation that is evident in the municipality. This can be attributed to the fact that most of the water provision is still limited to minimum standards, therefore the municipality cannot provide flush toilets for all households when a limited number of households have access to water onsite.

Sanitation	Percentage total
Flush Toilets	5.6
Pit Toilets	86.5
Chemical toilets	1.7
Bucket system	0.1
None	6.0

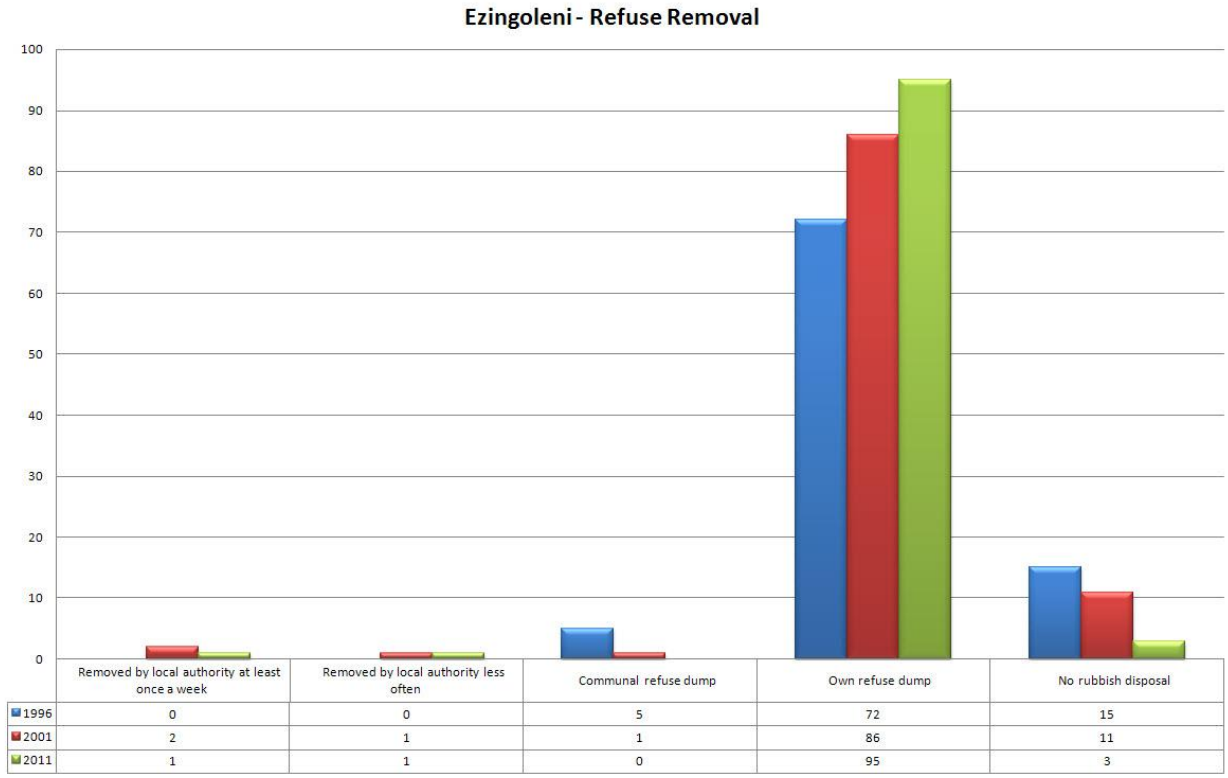
Table 39: Access to sanitation

Due to the lack of provision of water onsite, sanitation in Ezinqoleni is still largely limited to ventilated pit latrines. However, Municipality managed to ensure complete eradication of the sanitation backlog by ensuring that 100% of households within the municipality do have a minimum level of Nationally prescribed sanitation service.

3.6.2 REFUSE REMOVAL

Refuse collection in Ezinqoleni municipality is still limited to the Central Business District of the municipality (Ezingolweni) due to the rural nature of the municipality. Currently the municipality does not charge the customers for the provision of this service due to the absence of waste management bylaws. The municipality is however in the process of developing and advertising these bylaws leading up to the adoption by council. 12 collection stations currently exist in the inner CBD and waste collection is done at least twice a

week. The municipality does not have a licenced dumping site and the waste is disposed approximately 50km from Ezinqoleni in Hibiscus Local Municipality. Waste disposal for all dwellings is currently in-situ. The table below illustrates the how waste is removed in the municipality. It is evident that the majority of the population disposes waste insitu. This usually translates to the burning of waste which could have implications for the quality of the air. Thus the municipality will have to derive innovative ways of dealing with solid waste given the terrestrial constraints.



	Removed by local authority at least once a week	Removed by local authority less often	Communal refuse dump	Own refuse dump	No rubbish disposal
1996	0	0	5	72	15
2001	2	1	1	86	11
2011	1	1	0	95	3

Figure 17: Refuse removal

Extending refuse collection to all the wards still poses a challenge due to the rural nature of the municipality and the scattered nature of the settlements. The situation is further compounded by the fact that there is no land fill site within Ezinqoleni and the capital amount required to develop one is in excess of R10million. Presently refuse collection is confined to the commercial node of Ezingolweni which in turn is carted to the Oatlands Landfill site of the nearby Hibiscus Coast Municipality, a mere 55 kilometers away, for a single trip or 110 kilometers for a round trip.

3.6.3 TRANSPORTATION INFRASTRUCTURE

The major structuring element for determining the existing and future concentration of development, activity and investment in the Ezinqoleni Municipality consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages. The Hierarchy of activity and movement corridors is discussed below.

Within rural municipalities such as Ezinqoleni, access to communities are more often than not, provided by non-proclaimed, community established gravel roads which does not have a designation or legal status. The fact that they are informal does not detract from the fact that they provide an essential service with which the communities cannot do without. As a result of this the National Department of Transport embarked on an exercise to classify roads based on their functionality. This will also impact on the maintenance responsibilities which will be shared with the Province by Local and District Municipalities.

REGIONAL DISTRIBUTION ROUTES

The N2 national highway, which runs through the Ezinqoleni Municipal area, constitutes the main (primary) movement corridor because of its scale and function. The N2 links the Ezinqoleni Municipality directly to the uMuziwabantu Municipality (Harding Town), Eastern Cape Province, Port Shepstone and beyond.This route, because of the importance of the N2 highway and accessibility of the area provides economic development opportunities that should be explored and encouraged.

LOCAL ACCESS ROUTES

The primary focus of these access routes is long distance traffic movement and link places of economic opportunity with places of residence. Development should be encouraged at locations that is easily accessible to the population, and where a clear need for economic activities exist.

Roads that constitute secondary access routes within the Ezinqoleni Municipality include:

- The route from Ridge-Wosiyane-Maryland- Oribi Flats Murchison (D0165, D 0860, P 0262, and P0354);
- The route from Eden Store to Ezinqoleni (P0284);
- The route from Mpunzi Drift to Ezinqoleni (P0057); and
- The route from Moguntia to Mthimude commonly known as Machi Road (P0058).

Public interventions envisaged in this area relate to:

a) Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.

b) Developing a localized Corridor Development Strategies, which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

c) Ensure multimodal transport integration occur along these roads at key points

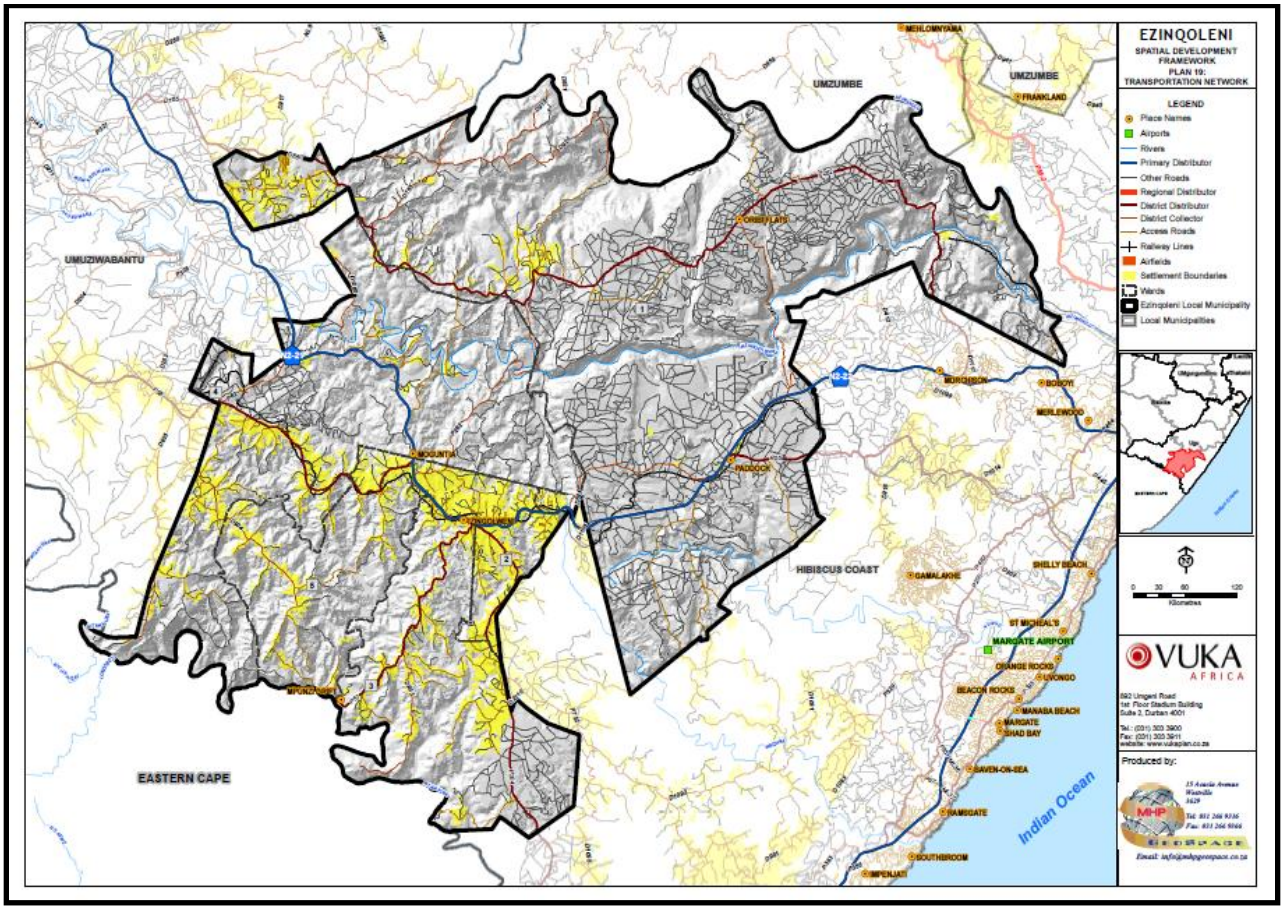
TERTIARY ACCESS ROUTES

Tertiary corridors link areas and lower order settlements within the municipalities to the secondary and tertiary nodes. These are generally slower moving access routes in terms of social interaction and economic activities.

Two roads within the Municipality are classified as tertiary corridors:

- a route that runs from Nkuswana-(D0920) via Thonjeni-Nkulu(D1085)-N2-Sunshine to Nqabeni; and
- a route that runs from Moguntia to Maryland.

The map below illustrates all the transportation networks that exist within the municipality from primary, to regional and local distributors.



Map 25: Transportation Network

ACTIVITY CORRIDOR

An activity corridor runs along the access road parallel to the N2, from the taxi rank opposite the municipal offices, through the commercial centre and re-joining the N2. This is a conceptual corridor that still needs more strengthening through focused investment and the creation of development regulations, such as urban design criteria etc.

The term *"activity corridor"* is used for short sections of road that:

- exhibit intensity of activity along them;
- are supported by nodes and residential land usage thus providing thresholds of activity to sustain economic and social development;
- are short and compact since a long section of road cannot sustain high order economic and social activity particularly in rural areas.

PROPOSED INTERVENTIONS

The KZN provincial Department of Transport has allocated its budget for Ezinqoleni as outlined below`1`

ROAD	PROPOSED INTERVENTION	BUDGET
P262,P69,D902,D1091	Safety Maintenance Road signs	R200 000.00
P61,P58 and P59	Safety Maintenance Black Top	R200 000.00
P61,P58	Drain cleaning	R200 000.00
P59	Drain Cleaning	R502 977.12
P61,P59	Pipe Desilting	R200 000.00

3.6.4 ELECTRICITY

The municipality has made strides in the provision of electricity to all households. Largely relying on Eskom for electrification, Statistics South Africa estimates that 80% of the people of Ezinqoleni use electricity for lighting and the other 20% use alternative energy meaning as at 2011 the backlog for electricity was sitting at 20%.

Year	% Total
2001	38.7
2011	79.9

Table 40: Access to electricity

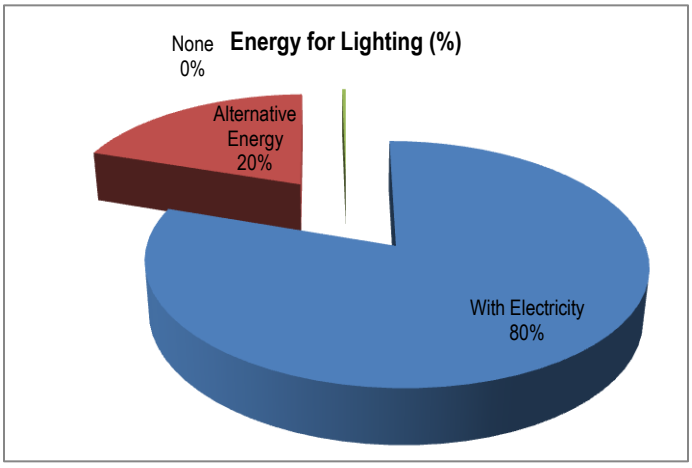
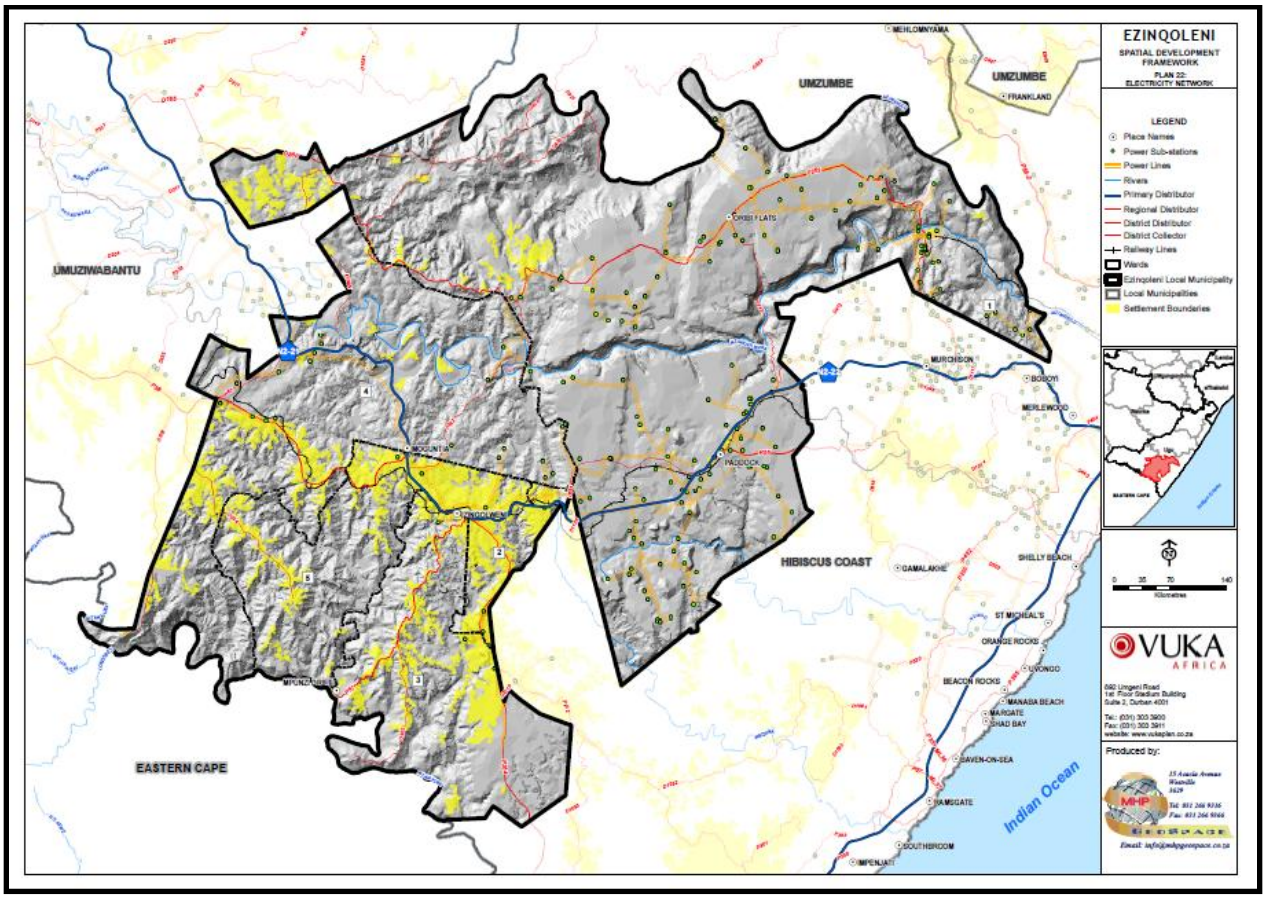


Figure 18: Access to electricity

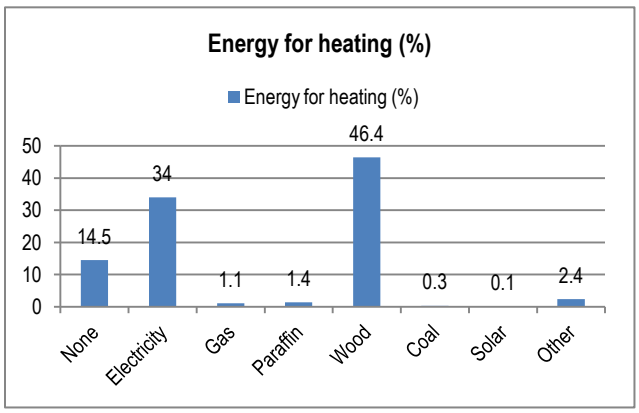
The electricity network map below illustrates power lines and power sub-stations that exist within the municipality.

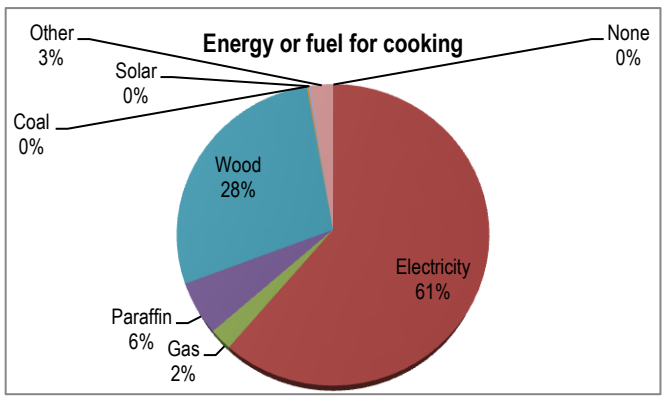


Map 26: Electricity Network

3.6.5 ENERGY

When it comes to the heating and cooking less people use electricity with only 61% using it for cooking and 34% using it for heating which might be owing to poverty levels and the need to save.





	Energy or fuel for cooking									Energy or fuel for heating							
	None	Electricity	Gas	Paraffin	Wood	Coal	Solar	Other	Total	Total	Electricity	Gas	Paraffin	Wood	Coal	Solar	Other	None
Ezinqoleni	42	32151	1204	3004	14736	81	84	1238	52540	52540	17839	553	720	24359	156	62	1252	7599
Ward 1	5	2873	288	440	3662	12	8	100	7387	7387	1405	49	108	5258	26	7	108	428
Ward 2	4	5731	96	600	637	10	23	198	7299	7299	4549	39	195	1679	2	12	197	625
Ward 3	3	6054	199	490	3222	13	11	237	10228	10228	4121	277	88	4300	84	2	245	1110
Ward 4	7	5783	140	431	2728	32	9	298	9428	9428	2977	55	124	4733	24	-	296	1220
Ward 5	6	5810	356	621	3456	2	6	274	10530	10530	2208	88	81	5682	15	-	274	2182
Ward 6	17	5901	126	423	1031	12	27	131	7667	7667	2579	45	123	2708	5	40	132	2035

Table 41: Energy

Ezinqoleni Municipality distributes paraffin and candles to households without electricity. There is also a pilot project of stoves and lamps using gel that has been implemented in the area to ascertain if such could not be used as alternative source of energy to paraffin and candles, considering the safety of paraffin users.

3.6.6 Access to community facilities

The following municipal facilities exist within the municipality, however, there are no plans in place that calculate accessibility of these facilities.

Community Facility	Name of Facility	Municipality	Ward	Existing / Proposed
Library	Ezinqoleni Library	Ezinqoleni	6	existing
Sportfields	KwaNyuswa Sport Centre	Ezinqoleni	1	Existing
	Bhuka(Munga) Sportfield		6	Existing
	Nobamba sportfield		4	Existing
	Dakane Sportfield		3	Existing
	Velela Sportfield		6	Existing
	Mshweshwe Sportfield		2	Existing
	Bhuka		4	Existing
	Jabavu		5	Existing
	Nolanga Sportfield		1	Existing
Community Halls	Wosiyane Community hall	Ezinqoleni	1	Existing

	Mbeni Community hall		2	Existing
	Cele Community Hall		6	Existing
	Mpunzi MPCC		3	Existing
	Ndunu MPCC		4	Existing
	Ndimeni MPCC		3	Existing
	Maguntia MPCC		5	Existing
	Mhlabunzima Hall		1	Existing
	Nkulu Hall		1	Existing
	Maryland MPCC		1	Existing
Police Stations	Ezingolweni	Ezinqoleni	6	Existing
	Paddock		2	Existing

Table 42: Access to community facilities

3.6.7 HUMAN SETTLEMENTS

The Ezinqoleni Municipality is one of the municipalities that developed comprehensive Housing Sector Plan with the assistance of the then Department of Human Settlements. The Ezinqoleni Housing Sector Plan was developed during the 2007/2008 financial year and highlights the intended housing delivery process as determined and approved by the Ezinqoleni Council. However the Housing Sector Plan needs to be reviewed considering the long turnaround time taken before physical housing structures are constructed from the time of identification of project and agreement entered into between the Department of Human Settlement and the municipality.

This subsection summarises the municipal Housing Sector Plan with specific focus on key areas of housing delivery. The detailed analysis and expectations for the Ezinqoleni housing delivery can be obtained from municipal housing sector plan.

The Ezinqoleni housing delivery responsibility which falls under, Director: Technical Services and Community Services and the Technical Assistance who is specifically designated to monitor and report on housing delivery in the municipality.

HOUSING DEMAND ANALYSIS

The municipality has a current housing demand list categorized as follows:

Emanating from the information provided by the statistics South Africa (2007) and the Ezinqoleni Socio-economic Survey conducted during the 2007/2008 financial year, Ezinqoleni Municipality derived that the housing needs in Ezinqoleni is estimated as follows:

KwaNyuswa Traditional Authority :3000

Mthimude Traditional Authority : 3000

Vukuzithathe Traditional Authority : 3000

Total Housing needs : 9000

A further 6000 units have been approved for the 2014/2015 financial year by the Department of Human Settlements, distributed equally between all three traditional authorities.

DWELLING TYPES

Within the municipality, the most dominant dwelling type according to Statistics South Africa is formal housing, closely followed by traditional dwelling types. There is a limited number of informal houses as depicted by the graph below.

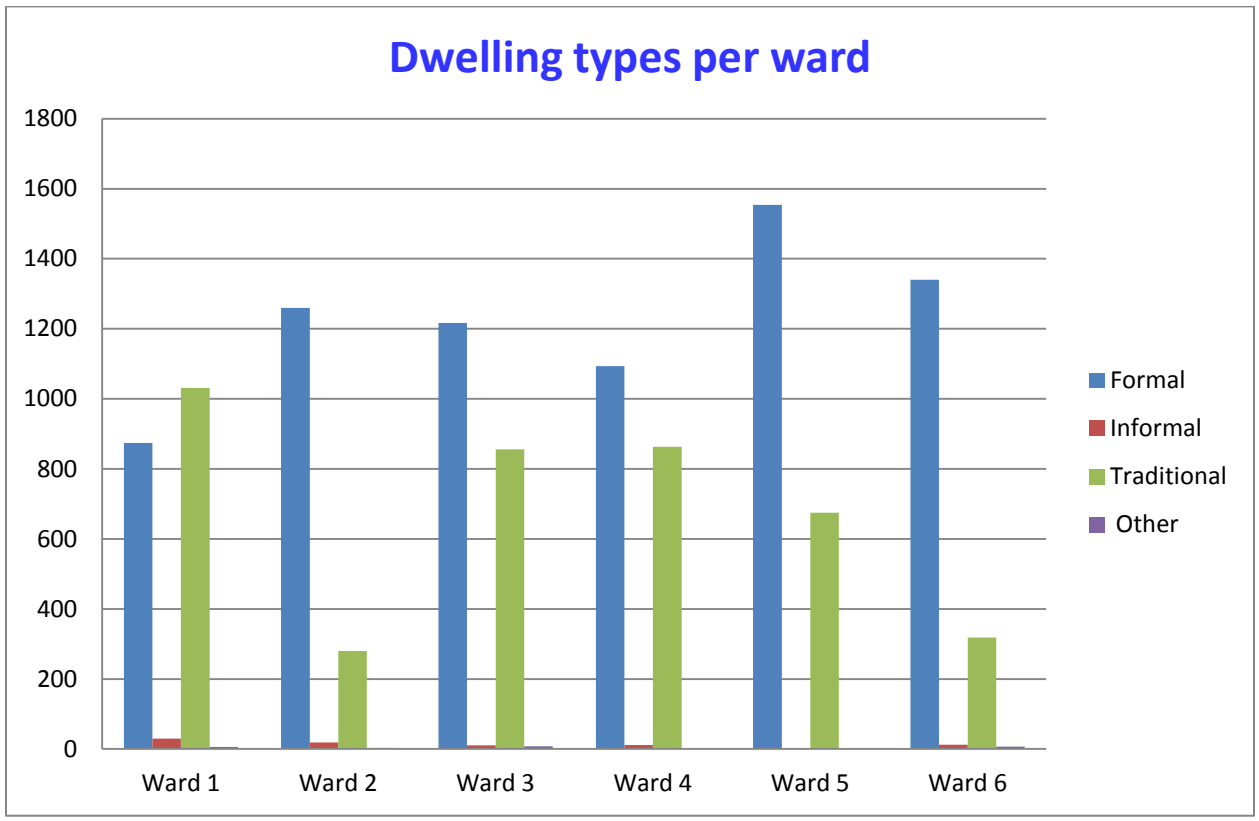


Figure 19: Dwelling types per ward

3.6.8 SWOT Analysis

STRENGTHS	**WEAKNESSES**
Provision of free basic electricity Provision of basic sanitation	Poor maintenance of infrastructure No land fill site Municipal topography hinders provision of services Limited funds to implement infrastructure projects
OPPORTUNITIES	**THREATS**
EPWP implementation Review of the housing sector plan	No bulk services Waste removal still limited to the CBD Lack of in house capacity to execute environmental management Illegal water connections

Table 43: Basic service Delivery SWOT Analysis

SECTION C: SITUATIONAL ANALYSIS

C7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.7.1 NATIONAL AND PROVINCIAL PROGRAMMES

3.7.1.1 EXPANDED PUBLIC WORKS PROGRAMME

The Extended Public Works Programme is a government programme aimed at the alleviation of poverty and unemployment. The programme ensures the full engagement on labour intensive methods of construction (LIC) to contractors for skills development. The EPWP focuses on reducing unemployment by increasing economic growth by means of improving skills levels through education and training and improving an enabling environment for industries and projects to flourish. In Ezinqoleni, this programme has been implemented with success. As the municipality does not provide enough job opportunities for its residents, government initiatives such as these, remain the main form of jobs provided. To date, a total of 173 jobs have been created through this programme.

Job creation through EPWP* projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
2010/2011	0	0
2011/2012	8	111
2012/2013	6	62
** - Extended Public Works Programme*		*T 3.11.6*

Table 44: Job Creation through EPWP

3.7.2 INTERGOVERNMENTAL RELATIONS

Cooperative governance is based on the reciprocal obligation of spheres of government to trust, support and assist one another in coordinating service delivery to communities. It includes legal, political and moral obligation to inform and consult one another in order to achieve a developmental state. Various forums exist within Ezinqoleni Municipality, Ugu District, KZN Province and nationally which make this cooperative governance a reality. These forums assist in both vertical and horizontal intergovernmental relations between the spheres of government.

The main purpose behind the existence of these IGR structures/ forums is to provide a place for discussion and consultation and also ensure the smooth flow of information within government. Ezinqoleni Municipality currently participates in a number of forums within the three spheres of government to ensure the realization of cooperative governance. These are set out below.

3.7.2.1 NATIONAL INTERGOVERNMENTAL STRUCTURES

- Institute for Local Government Management (ILGM)

  A voluntary association meant at providing guidelines for a professionalised local government and condemnation of malfeasance and corruption

- Institute for Municipal Finance Officers (IMFO)

  An association of financial experts providing a platform for sharing of experiences aimed at improving financial governance of municipalities.

- National Municipal Manager's Forum

  A knowledge sharing platform and a mechanism for benchmarking progress made by the different provinces in advancing effective and accoutabe democratic local government

3.7.2.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

- Premier's Coordinating Forum

  The Premier's Coordinating forum is aimed at all Municipal Managers and Chief Finance Officers in the Local, District and Metro. It also targets all Heads of Departments within the province of Kwa-Zulu Natal. It is one of the mechanisms used to provide a platform from municipalities and Departments to discuss key issues that exist. It discusses issues that require cooperation from different spheres of government. These include, but are not limited to

  Operation Sukuma sakhe: The status report on war rooms from Operation Sukuma Sakhe, best Practices and ways of improving the functionality of OSS within municipalities are shared. This ensures that Departments and Municipalities are held accountable provincially to intervene on issues raised in the war rooms.

  Provincial report on HIV/AIDS: The number of people living with HIV/AIDS in Kwa Zulu Natal has increased from 12,2% in 2002 to 14,9% in 2012. This begs for different spheres to work together in the fight against this illness. The PCF also provides a platform for deliberation on this issue.

  Other issues that are discussed include municipality's audit outcomes, climate change and progress on service delivery (electricity and water).

- Chief Finance Officer's Forum

The Chief Finance Officer's forum gathers together all Municipal CFOs, policy makers and specialists involved in various facets of municipal finance. Here, innovations, challenges and opportunities are shared and municipal finance topics discussed. These range from the basis of managing municipal finances to ways of moving towards clean audit.

- Provincial Planners Forum

  Provincial Planners forum is comprised of all officials in the planning profession and sector departments. These include Integrated Development Planning managers, Town Planners, Development Planning Shared Service Planners, GIS technicians and individuals from Sector Departments who are custodians of the IDP in their respective fields. A range of issues are discussed and this helps implement a uniform procedure when dealing with the IDP. A component of the Provincial Planners Forum is the Planning and Development Act Forum which targets individuals in municipalities that process land development applications. In Ezinqoleni both functions are performed by the Strategic Planning Manager.

3.7.2.3 DISTRICT INTERGOVERNMENTAL STRUCTURES

A number of structures currently exist within the municipality which assists in achieving district wide intergovernmental relation.

- Mayors Forum

  Politically, there exists the Mayors Forum where all the Mayors within the District meet and deliberate on issues that are cross border in order to allow for horizontal alignment between the local municipalities as well as vertical alignment between the locals and the District.

- Municipal Managers Forum

  There also exists a Municipal Managers Forum which sits regularly to discuss administrative issues for municipalities. As Municipal Managers are accounting officers in their municipalities, they are also tasked with ensuring that strategies that are derived by the districts reflect issues that exist at ground level in the municipality.

- Development Planners Forum

  Development planning officials within the Ugu District meet regularly to discuss issues around Integrated Development Planning and Land Use Planning (PDA). In this forum, IDP Managers, Town Planners, Development Planning Shared Services planners ensure horizontal alignment between the locals within the district and vertical alignment between the locals and the districts on issues of strategic planning.

- District Technical Advisory Committee

  Performance management is an integral part of any institution. Within Ezinqoleni Municipality this function is performed by the Strategic Planning Manager. All individuals involved in performance management within the district meet every quarter with KZN Cooperative Governance and Traditional Affairs, Performance Management Unit. Here, issues of compliance, best practices and challenges are shared. Capacitation and support is also given.

3.7.3 MUNICIPAL STRUCTURES

Integrated Development Planning Representative Forum

The IDP Representative forum is chaired by the Chairperson for Planning and Local Economic Development. It provides a platform for all stakeholders in the IDP process to plan for and develop the Integrated Development Plan. Sector departments are encouraged to share information around projects that they are implementing within Ezinqoleni. The municipality updates the stakeholders on the key milestone of the IDP process. This forum serves as a participation mechanism and also limits the duplication of projects and resources in the municipality by different spheres of government.

Sukuma Sakhe

War rooms are an integral part of Operation Sukuma Sakhe. These War Rooms provide a ward based platform for public coordination and engagement and the integrated provision of services to the community. War rooms are at the forefront of the poverty alleviation campaign. They act as a base where skills programmes, empowerment programmes, Local Economic Development activities and education programmes can be launched and coordinated in an integrated manner. Stakeholders in Ezinqoleni war rooms range from field workers (Youth Ambassadors, Community Caregivers), Community Development workers, and officials from government departments, NGOs / CBOs / FBOs and are championed by the ward councilors.

Other Forums that exist within the municipality include:

- Local Aids Council
- Local Labour Forum
- Senior Citizens Forum
- Gender Forum
- Disability Forum
- Disaster Management Advisory Forum

3.7.4 AUDIT COMMITTEE

Audit Committee

The audit committee of the municipality oversees financial reporting, disclosures and the accounting of policies within the municipality. Ezinqoleni is in shared services with the other municipalities within the district and shares the audit committee members. The committee is chaired by Mr P Preston, other members include C. Elliot, I. Lockart and the Municipal Manager and CFO sit on the committee.

3.7.5 STATUS OF MUNICIPAL POLICIES

POLICY	**ADOPTED Y/N**
Supply Chain Management Policy	Yes
Indigent Policy	Yes
Risk Assessment Plan	Yes
Employment Equity Plan	Yes
Skill Development Plan	Yes
POLICY	ADOPTED Y/N
Fleet Management Policy	Yes
Employment Equity Plan	Yes
Financial Plan	
Communication Plan	Yes
IDP Process Plan	Yes
Comprehensive Infrastructure Plan	No
Petty Cash Policy	Yes
Acting appointments Policy	Yes
Housing Allocation Policy	No
Policy on the Use of Community Facilities	Yes
Municipal Youth Development Policy Framework	No
Recruitment and Selection Policy & Procedure	Yes
Overtime Policy	Yes
Study Leave	Yes
Telephone Policy	Yes
Council car wash Procedure	No
Mobile Signage Policy	No
Fraud Prevention Policy	Yes

Policy on attendance, Punctuality and Official working Hours	Yes
Appointment of temporary employees	No
Cellphone Policy	No
Learnerships Procedures & Guidelines	Yes
Credit Control and Debt Collection Policy	Yes
Procurement Procedures	Yes
Attraction and Retention Policy	Yes
Cash Management and Investment Policy	Yes
Policy on Leases, Contracts & Agreements	No
Tariff Policy	Yes
Acting allowances Policy & Procedures	Yes
POLICY	ADOPTED Y/N
Policy on Attendance at Conferences & Workshops - Int. Travel (Incl Cllrs	No
Exit & Termination Policy & Procedure	Yes
HIV & AIDS Policy	Yes
Induction & Orientation Policy & Procedure	No
Leave Policy	Yes
Job Evaluation Policy	No
Placement Policy	Yes
Remuneration Policy	No
Human Resources Management Policy	No
Job Description	Yes
Budget Policy	Yes
Internet & E-mail Policy	Yes
Grant In Aid Policy	No
Performance Management and Development Policy/Manual	Yes
Ward Committee Policy & Procedure	Yes
Occupational Health and Safety Policy	Yes
Internal Audit Charter	Yes
Assets Management Policy	Yes
Credit Card Policy	Yes
Disciplinary & Grievance Policy & Procedures	Yes
Disaster Management Plan	Yes

Housing Sector Plan	Yes

Table 45: Status of Municipal Policies

The municipality is implementing all policies that are in place.

3.7.6 RISK MANAGEMENT

Risk management contributes to good corporate governance by providing reasonable assurance to Government that the municipal organizational objectives will be achieved within a tolerable degree of residual risk. The criteria for deciding whether a risk needs to be treated are often set with reference to events from similar activities in the past or by background risks experienced in daily life. However, data can be distorted by:

large incidents, one off catastrophes or windfalls that dominate the dataset;

Declining levels of risk due to increased controls as lessons have been learned from incidents and standards of control have improved. This means that criteria based on old historical risks may not be strict enough to control the modern situation; and

Changes in the activities or circumstances covered now as compared with the past situation.

With the assistance of Provincial Treasury the municipality managed to develop a risk management framework, a risk committee and developed a risk register. An internal auditor has been hired by the municipality during the 2013/2014 financial year. The auditor will also be dealing with risk management issues.

3.7.6.1 ANTI-CORRUPTION AND FRAUD

The prevention of fraud and corruption strategy which has been communicated to all internal stakeholders is explicit on areas that are vulnerable to fraud and corruption further stipulating sanctions that may amount to dismissal and criminal action against those on the wrong side of the law. Each employee and Councillor has signed a Code of Conduct and further signed a Declaration of Business Interests to make sure that all internal stakeholders are conducting their affairs within the generally accepted norms of behaviors. No Councillor is serving on the supply chain committees as that would be in conflict with the legal prescripts, in particular the Municipal Finance Management Act.

In relation to declaration forms in the bid documents it has been noted that although the forms are explicit by requesting employees of the State not to submit bids for municipal work, it has been noted that there are still some potential bidders who make false declarations. This has proved difficult to manage as there is no central database to cross reference the directors of companies and when such incidents are detected the affected individuals are referred to the law enforcement agencies for prosecution.

3.7.7 MUNICIPAL BYLAWS

The municipality currently has property rates by-laws and building control, informal economy (street trading and taxi rank) and waste management bylaws. With the exception of the property rates bylaw, the municipality still faces challenges in enforcing its bylaws due to human capacity constraints.

By-laws Introduced during Year 2014					
Newly Developed	**Revised or developed**	**Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)**	**Dates of Public Participation**	**By-Laws Gazetted* (Yes/No)**	**Date of Publication**
Municipal Property rate by- law.	2014	Yes	01 April – 21 May 2013	Yes	2013/06/13
Building control	2014	Yes		No	N/A
Waste management	2014	Yes		No	N/A
Street trading	2014	Yes		No	N/A
Taxi rank	2014	Yes		No	N/A

Table 46: Municipal bylaws

3.7.8 PARTICIPATION ANALYSIS

The mechanisms that the municipality uses for its public participation are as follows:

- **IDP Representative Forum (IDP Rep Forum)**
  This forum represents all stakeholders and is as inclusive as possible. Efforts will be made to bring additional organisations into the Representative Forum and ensure their continued participation throughout the process.

- **Media**
  Local newspapers are used to inform the community of the progress of the IDP Review.

- **Information Sheets**
  This will be prepared in English and IsiZulu and be distributed via the Representative Forum; Council and Ward Committees.

- **Road Shows / Izimbizo**
  Road shows are held in all the wards within the municipality.

- **Radio Slots**

  These are mainly used by the political leadership. These are recommended where possible if they suit the municipality's programme financially and otherwise.

  During November 2014, the municipality conducted Mayoral Izimbizo in preparation for the development of the 2015/2016 IDP review. The aim was to solicit community inputs and establish the community's needs. Below is a table highlighting some of the community needs that were received from the community.

WARD	COMMUNITY NEED
1	• Electricity at Mahlabathini, Highlands • Development of Wosiyane • Municipality Grader to assist Co operatives • Communal Taps at Thuthuka • RDP Housing at Highlands • Library at KwaNyuswa • No recreational facilities at Wosiyane
2	• High School at Mbeni • Road conditions • Leaking pipes • No standpipes • Damaged bridge • Clonstruction of road from Mlozane to Ntuli • Wanted a bridge at Shongwe area • Water at crèche in Nkulu area
3	• Requested for recreational facilities at Hlomendlini and a community hall • Asked for municipality to supply water tanks at Hlomendlini • Requested for a training centre • RDP housing at Godloza • Celebane is left out of development
4	• Gravelling o roads • Access to water • Clinic at KwaShoba • Requested for RDP Housing • Disaster housing
5	• No stands at Mpunzi Sports Field • No recreational faciliites at Nongidi • No water asscess at Bhosiki area
6	• No Community Hall • Bad road conditions

3.7.8 SWOT ANALYSIS

STRENGTHS	**WEAKNESSES**
Functioning IGR structures Functional ward committees	No communication plan
OPPORTUNITY	**THREATS**
Need to improve co-ordination between CDWs and the municipality Establishment of an Internal Audit unit	No IT strategy in place

Table 47: Good Governance and Public Participation SWOT Analysis

SECTION D: VISION, GOALS, OBJECTIVES & STRATEGIES

4.1 MUNICIPAL STRATEGY DEVELOPMENT

Ezinqoleni Municipality, with the assistance of A service provider, KZN COGTA Strategic Planning and performance management units and Hibiscus Coast LM, held a two day strategic planning session on the 05th and 06th of March 2015. The session centered on the need to review the municipality's strategic framework by taking into consideration the following

1. The provincial and National strategic direction (NDP and PGDS)
2. The municipality's performance (MEC and Auditor General comments)
3. The situational analysis (identification of key development issues)

4.1.1 THE AIM OF THE SESSION

Local government is mandated by the Municipal Systems Act 2000 to ensure that it constantly reviews its Integrated Development plan. Ezinqoleni aimed to fulfill this mandate by:

1. Institutionalizing a culture of planning between the political and administration bodies of the municipality.
2. Ensuring alignment between the needs identification and strategy development.
3. Understanding the status quo through
4. Using the previous year's municipal performance as a baseline for the development of a new strategic direction.
5. Ensuring that the strategic framework of the municipality is aligned with that of the PGDS and NDP.

The intention of the session was therefore to begin to focus the municipality's goals and priorities and align them with those of the province.

4.2 VISION, MISSION AND STRATEGIES

The next step involved analyzing the municipality's vision. It was unanimously decided to keep the existing vision and mission of the municipality to allow for continuity. It is outlined below.

"By 2030, Ezinqoleni Municipality shall be the destination for all, where discrimination any form does not exist. The said municipality will be economical and financial viable, whilst ensuring that its citizens and communities are served in an efficient, effective, transparent as well as sustainable manner. This shall include inter alia the protection of environment, indigenous forestry and other natural resources for future generations."

4.2.1 Emerging strategic Elements

- Ensuring the provision of sustainable infrastructure to all residents
- Protection of the environment and environmentally sensitive areas
- Promotion eco tourism and eco system
- Promotion of peace, tolerance, stability and safe environment
- Eradication of poverty
- Promotion of economic growth
- Promotion of public participation for good governance

The municipality's mission begins to touch on issues of alignment and intergovernmental relations as integral tools in the achievement of the municipality's goals.

*"***Achieving the 2030 vision through innovative rural development interventions by enhancing partnerships with key investors and aligning with government programmes to optimize development impact for local residents"**

The next step involved concretising key issues, deciding on priorities and deriving strategic objectives that will inform the development of programmes to address the identified issues.

4.3 KEY DEVELOPMENT ISSUES

As a point of departure, it was crucial to dissect the development challenge facing Ezinqoleni Municipality into simple and clearly discernible threads or themes for analytical purposes with a view to providing the basis for the Strategic Planning Session's deliberations and in turn laying the foundation for the 2015/2016 IDP Review; this is despite the fact that the said challenge is broad and severe as it cuts across all sectors of the municipality's space economy.

Effectively, the Strategic Planning Session sought to get a better sense of the said development challenge in all its facets and in turn consolidate and improvise on the current interventions designed to address the

challenge, at least at strategic level. Accordingly, the challenges facing the municipality can be broken down into the following themes in no order of importance:

A. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

1. **The municipality's economy is evidently stagnant** and does not provide ample opportunities for upward social mobility. It is clear that there are limited means for residents within the municipal area of jurisdiction and immediate surrounds to obtain meaningful employment in close proximity to their homes.

   The relative isolated location of the municipality means that Ezinqoleni residents are disconnected from major urban centres and other work opportunities. People are forced to look elsewhere for work opportunities. This implies that they have to commute long distances between their places of work and homes. Expensive means of transport imply inefficiencies in the current transport system, if at all and also further compound the plight of the poor, unemployed members of the community.

2. Ezinqoleni has huge potential for tourism. However **tourism potential has not yet been fully explored or neatly packaged**. To this end, the area boasts pristine natural assets such as the Oribi Gorge and other significant nature conservation areas. In this regard, various tourism assets could be linked and dovetailed with serene and tranquil natural assets into remarkable tourism development. In summary, Ezinqoleni has potential for eco-tourism and heritage. Moreover, given the beautiful rolling landscapes of the broader municipal area, there could be opportunities for adventure sports such as hiking, bungy jumping, mountain biking, hunting and gaming etc. But of course some of these activities can only happen in the medium to long term.
3. **Attending to the needs of the informal sector remains a challenge** despite the fact that this sector provides employment for a large segment of the community. A number of informal activities take place in and around various nodal areas. The majority of these informal businesses are survivalist in nature. However, some of them are resilient and have potential to grow and yield significant returns if supported and nurtured through, for instance, market stalls, ablution facilities, etc. This includes the need to regulate them, especially in densely populated nodal areas through byelaws, law enforcement, and other town planning mechanisms, if necessary, in order to enhance the performance qualities of the areas concerned.
4. **Inadequate preconditions for the successful implementation of LED Programmes** in terms of the following:
   - Personnel
   - Management capacity
   - Business infrastructure (e.g. electricity, stalls, rentable business premises, etc)
   - Funding
   - Low skills base and disposable incomes

There is a constrained institutional capacity to implement LED programmes in terms of human resources and funding. While the post of the LED officer has now been filled, this is only partially solving the problem given that its magnitude is complex especially from a funding and infrastructure point of view. Further, the complex web of relationships that exists between the private and public sector players in overlapping spaces is less understood.

However, the upcoming merger is likely to beef up the municipality's LED human resource capacity. On the contrary, the latter glitter of hope does not, unfortunately, extends to the challenge of the lack of funding to implement LED programmes, particularly because even Hibiscus Coast municipality has its own challenges in this regard.

5. **SMME development remains a challenge.** Despite the fact that SMMEs are a permanent feature of the municipality's economic scene, like in all other municipalities, they continue to face a lot of challenges as detailed hereunder:

    - access to finance and markets
    - escalating transportation costs
    - high levels of crime
    - poor business management skills, etc

    This challenge is guaranteed to survive "the merger" which makes it necessary for Ezinqoleni municipality to identify robust ways and means to tackle the challenge on an ongoing basis, or at least to drive the SMME agenda even in the aftermath of the merger.

In summation, while Ezinqoleni LED Plan is in place, it is said to have the following shortcomings:

- The issue of unresolved land claims pose a threat to investment attraction
- Poor prioritisation of wards on social development issues
- Lack of clear discernible transversal themes for LED, namely, Enterprise LED, Livelihood LED, & "Local" LED

The municipality intends to address these issues in the review of the current LED plan

6. **Agricultural Development**

The municipality is yet to identify and prioritize high value agricultural land, threats to production and priority areas taking cognizance of the KZN Department of Agriculture and Rural Development (DARD) Land Categories dataset and Draft Policy guidelines 2013, with additional soil and vegetation surveys being conducted in strategic areas where more detail is required for specific delivery programmes. The KZN DARD Land Categories dataset has is available to assist the process.

The municipality does **not have an agricultural sector plan containing an analysis of potential value-adding opportunities, goals, optimization strategies, improved production systems and interventions for prioritized areas** in order to unleash agricultural potential, particularly because agriculture has been identified as an economic driver and mainstay of the region's economy.

7. Investment Leverage

Poor investment in public infrastructure has meant that the municipality is unable to attract private investment. This is despite the potential to exploit opportunities brought about by new and existing linkages around the nodes and corridors as set out in the SDF, in particular, the N2 which traverses the municipal area.

Within the Ugu region, business or investor attraction turns to be influenced by spatially induced settlement patterns. Large businesses, for instance, have predictably only made a footprint in the affluent towns located along the coastal strip. This is partly because the size of catchments required to sustain them, at least in terms of the Market Place Theory, are not available in the hinterland, Ezinqoleni in particular. Again this situation is unlikely to change even during the post-merger period. Clearly, there is a 'disconnect' between what private business wants and what the underserved Ezinqoleni municipal area is able to offer.

The general underdevelopment of the municipal area coupled with low skills base, relatively high levels of poverty, unemployment, etc makes it difficult for the municipality to attract significant volumes of private capital and consequently, the area remains trapped in an "**under-development lock-in**". Therefore, despite the looming merger highlighted above, enhancing the autonomy of the area by, *inter alia*, improving intra-area access to services and infrastructure is a priority that should outlive the merger.

B. BASIC SERVICE DELIVERY

1. Community, Social, & Recreational Facilities

Community facilities and public social amenities, where provided, are not placed in proximity to one another which makes residents travel further and more often for social services. Social amenities are also neglected and often run down due to the poor management and location of these resources.

Recreational resources and facilities are either non-existent or sparse within the municipal area. While education and schooling is very important, recreation and sport are equally imperative in shaping future generations. Sport plays a key role in keeping kids off the streets and out of trouble by giving them a portal with which they can exploit their athletic ability. There is, therefore, a dire need to provide more sporting and recreational facilities on a shared basis if needs be.

2. Service Delivery & Infrastructure

With regards to services and infrastructure, the provision of bulk water, electricity and road maintenance also remains a challenge. Again these challenges are unlikely to be resolved in the short term.

C. FINANCIAL MANAGEMENT & VIABILITY

1. Revenue Generation

Revenue generation, protection, and enhancement remain a challenge. This includes the issue of low debt recovery rate. This is despite the fact that the municipality has prepared the Revenue Enhancement Strategy.

D. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- The Municipal Budget or IDP includes disability programmes and issues and to ensure that the budget is set aside for these relevant activities
- Ensure utilization of budget for persons with disabilities
- Ensure that capacity building in the municipality includes the capacitation of focal persons, and or Municipal officials on issues related to persons with disabilities (including braille and sign language). Councillors to be included in the training.

F. CROSS CUTTING INTERVENTIONS

1. Nodal Planning & Development (including delineation of Urban Urges)

The public environment in the nodes (as depicted in the SDF) is characterized by development that is largely unplanned, uncoordinated and does not facilitate or enable societal interaction. Improper planning of the nodes and market areas has resulted in dysfunctional and ad hoc informal markets alongside main pedestrian and vehicular routes. The land development area within the CBD of Ezinqoleni town, for instance, is fragmented into two isolated and inwardly focused sections on either sides of the N2 traversing the CBD. Broadly speaking, the lack of attention given to nodal development and to the design thereof leads to the following problems:

- Fragmentation, poor legibility and little or no support infrastructure for entrepreneurs.

- Poorly designed internal access roads or street patterns inhibit economic opportunities within the node(s).
- An unproductive nodal development which negates economic growth and vibrancy and ultimately, in the case of the CBD, leads to inward oriented development on either sides of the N2.
- Lack of sense of place
- Delineation of urban edges and urban growth boundaries needs to be attended to. This has significant implications on achieving the objectives associated with densification and intensification initiatives as contemplated in the applicable prescripts e.g. SPLUMA
- The unavailability of **developable land for the expansion of the Ezinqoleni town** also remains a challenge. This ultimately talks broadly to the need for the framing of a land assembly or release programme for various infrastructure needs and housing typologies with a view to stimulating and diversifying the property market on the one hand and providing basic services within the municipal area on the other hand, especially in the nodal areas earmarked for intensification and densification.
- **Lack of expression through urban design elements (e.g. public art, greening, etc)** in the nodes is further impoverishing these areas. To focus on such urban design elements could be considered a waste of time when people struggle with more crucial matters such as lack of electricity, unemployment, proper sanitation and water, etc; however if used correctly, urban design could brighten up the public environment and in turn churn out positive development spin offs by, for instance, influencing consumer habits within the nodes and other areas earmarked for development.
- **Lack of traffic calming devices or safety considerations in and around nodes particularly where these are bisected by high order roads** also poses a danger to pedestrians or residents and does not auger well for investment leverage.

2. Spatial Planning and Environmental Concerns

Coupled with the notion of nodal planning & development articulated above, is the issue of municipal-wide spatial planning and incorporation of environmental concerns into the planning processes. To begin with, an observation has been made that whilst the SDF makes mention of the need for densification & intensification and the manner in which it should be carried out in accordance with the spatial structure of the municipality, there is no indication of where this is to happen within the municipality.

Related to the above concern is the lack of Strategic Environmental Assessment on how the proposed SDF recommendations, if implemented, will ultimately affect the environment in the long term.

The municipality **does not have an Integrated Waste Management Plan and likewise the post of Waste Management Officer has not** been created or filled as contemplated in the applicable legislation.

The dispersed settlement patterns characterizing the municipal landscape makes for poor locational attributes and results into the following challenges**:**

- Vast sprawling areas which in turn make for limited economic opportunities and lesser economies of scale
- Costly service provision in and around expansive rural settlements
- High transportation costs for residents and local business

4.3.1 Local Economic and Social Development

KPA	ISSUE	PRIORITY	MUNICIPAL OBJECTIVE	PGDS STRATEGIC GOAL	NDP GOAL
LOCAL ECONOMIC AND SOCIAL DEVELOPMENT	<u>Unemployment</u> -Estimated at 4135 -Municipality largely reliant on government initiatives.	Job creation	To promote sustainable livelihood	Job Creation Human and community development	Creation of jobs and livelihoods Transitioning to a low carbon economy
	<u>Inefficiently explored tourism industry</u> -Lack of investment -Minimal working relations with relevant stakeholders	Tourism development	To facilitate the promotion of tourism		
	<u>SMME support</u> -Lack of financial, business management and marketing skills provision to SMMEs	Ongoing development and support of SMMEs	To create an enabling environment for sustainable local economic development		
	<u>LED capacitation</u> -Lack of funding, human capital and resources within the LED unit	Sourcing sufficient funding	To promote and enhance the fight against poverty		
	<u>M and E</u> Lack of monitoring and evaluation for cooperatives	Ongoing development and support of SMMEs	To create an enabling environment for sustainable local economic development		

4.3.2 Basic Service Delivery

KPA	ISSUE	PRIORITY	STRATEGIC OBJECTIVE	PGDS STRATEGIC OBJECTIVE	NDP GOAL
BASIC SERVICE DELIVERY	Bulk water supply -unreliability of the water supply -unfinished water projects -illegal water connections	-Revival and maintenance of existing infrastructure	To maintain existing infrastructure	Strategic infrastructure	Expanding infrastructure
	Electricity -Sufficient supply to unlock investment potential	-Expanding infrastructure	To ensure investment on infrastructure development and service delivery		
	Roads -Poor maintenance				
	Provision of Sustainable human settlements	Facilitating infrastructure provision	To facilitate the provision of housing infrastructure		
	Under utilization of Community facilities	Ensuring sustainable service delivery	To advance and facilitate the provision of sustainable and productive infrastructure		

4.3.3 Municipal Transformation and Institutional Development

KPA	ISSUE	PRIORITY	Municipal Objective	PGDS STRATEGIC GOAL	NDP GOAL
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	<u>Shortage of skills</u> Skills for economic development and upliftment	Skills development	To ensure the development of human capital	Human and community development	Improving education and training Building a capable state Fighting corruption and enhancing accountability
	<u>Brain drain</u> Largely resulting from outmigration				
	<u>Safety and security</u> Within the institution and community at large	Promote a safe and healthy environment		Governance and policy	

4.3.4 Good Governance and Public participation

KPA	ISSUE	PRIORITY	Municipal Objective	PGDS STRATEGIC GOAL	NDP GOAL
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Race representation in development	Strengthen communication between the municipality and all races.	To promote tolerance, perseverance and participation in development	Governance and policy	Transforming society and uniting the nation

4.3.5 Cross Cutting Interventions

CROSS CUTTING INTEVENTIONS	Limited land availability -land is held in trust	-Spatial Equity	To support access to land and land tenure improvement	Spatial Equity Response to climate change	Transforming Urban And Rural Spaces Transitioning to a low carbon economy
	Land management Enforcement		To promote and enhance development planning; spatial planning and land use management		
	Environmental management		To create a sustainable physical environment		

4.3.6 Financial Viability and Management

KPA	ISSUE	PRIORITY	Municipal Objective	PGDS STRATEGIC GOAL	NDP GOAL
FINANCIAL VIABILITY AND MANAGEMENT	Lack of revenue generation within the municipality	Debt reduction	To ensure sound and effective financial management	Governance and policy	

From these municipal objectives, a number of performance indicators were developed. These would ultimately form the basis of performance and reporting for the municipality as they would translate into the municipality's Service Delivery and Budget Implementation Plan. These indicators are listed below.

Local Economic And Social Development

NATIONAL KEY PERFORMANCE AREA: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT					
GOAL	**PRIORITY**	**OBJECTIVE**	**STRATEGIES**	**KEY PERFORMANCE INDICATOR**	**RESPONSIBILITY**
To promote Local f Economic Development.	1. Ongoing development and support of SMMEs	To create an enabling environment for sustainable local economic development	Provision of municipal financial support to local co-operatives	Number of SMME and Cooperative support initiatives	Office of the Municipal Manager
				Number of SMME & Cooperative Projects Assisted	
			Business information dissemination workshops.	Number of business information sharing workshops.	
			Conducting capacity building and training workshops.	Number of capacity building workshops.	
			Create, regulate, and provide support to the informal economy	Number of informal trader engagements	
			Provide business intelligence and forge partnerships with the private sector	Number of Quarterly information sharing sessions held between the municipality and local businesses	
			Monitoring and evaluation of cooperatives	Number of cooperatives assessed.	
		To promote and enhance fight against poverty	One home one garden initiatives	Distribution of seeds to households	
			Municipal support with municipal tractor to local	Number of Coop's Community Gardens Ploughed	
	2. Job Creation	To promote sustainable livelihood.	Creation Of Work Opportunities through Expanded Public Works Programme and Community Works Programme.	Number of job opportunities created.	
	3. Tourism Development	To facilitate the promotion of tourism sector	Tourism promotion campaigns	Number of tourism promotion campaigns	
			Municipal gatherings and conferences held locally	Number of municipal gatherings and conferences held locally.	
			Support of local tourism community projects	Number of local tourism projects supported	

BASIC SERVICE DELIVERY

NATIONAL KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY					
GOAL	**PRIORITY**	**OBJECTIVE**	**STRATEGIES**	**KEY PERFORMANCE INDICATOR**	**RESPONSIBILITY**
To improve access to basic services for all communities.	4.Revival and maintenance of existing infrastructure.	To maintain existing infrastructure	Development and implementation of an asset maintenance and rehabilitation plan.	Maintenance of gravel roads	Technical Services
				Maintenance of public facilities	
	5. Expanding infrastructure.	To ensure investment on infrastructure development and service delivery	Development of a capital works plan.	Adopted capital works plan.	
			Provision of road infrastructure	Km of access Access Road developed	
				Number of causeways developed	
			Facilitating Access to Water	Number of new household connections	
			Facilitating Access to Electricity	Households provided with free basic electricity	
	6. To promote social cohesion.	To promote social cohesion through the provision of sustainable social amenities.	Construction of new community facilities	Number of new community facilities constructed.	
	7. Ensuring sustainable service delivery.	To advance and facilitate provision of sustainable and productive infrastructure	Waste Management provision.	Provision of waste services to businesses.	
			Provision of alternative energy	Number of households provided	
	8. Facilitating infrastructure provision.	(a) To Facilitate provision of Housing infrastructure	Rural Low Cost Housing Provision	Number of Units constructed	

Municipal Transformation and Institutional Development

NATIONAL KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					
GOAL	**PRIORITY**	**OBJECTIVE**	**STRATEGIES**	**KEY PERFORMANCE INDICATOR**	**RESPONSIBILITY**
To ensure sustainable institutional capacity	9.Skills development	To ensure development of human capital	Development of a workplace skills plan	Date of approval of a workplace skills plan.	Corporate Services
			Report on the workplace skills plan submitted to LGSETA	Date of submission of the report on the workplace skills plan to LGSETA.	
			Officials capacitated in terms of the workplace skills plan	Number of municipal officials supported with skills development initiatives.	
			Councilors capacitated in terms of the workplace skills plan.	Number of municipal councillors supported with skills development initiatives	
		To ensure an approved staff establishment aligned to the IDP and budget	Creation of internship and learnership opportunities.	Number of internships and learnership opportunities	
				Number of finance interns appointed in accordance with FMG standards.	
	10. Functional OPMS	To promote a culture of performance and accountability	S54(a) and Section 56 Performance Agreements and SDBIP.	Date of adoption of the SDBIP.	Office of the Municipal Manager
				Number of quarterly performance reviews aligned to the SDBIP.	
				Number of performance agreements signed. And submitted to COGTA MEC	
			Development of the Organizational Performance Management System (OPMS)	OPMS Framework	
				Submission of performance information to AG	

	NATIONAL KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT				
	PRIORITY	**OBJECTIVE**	**STRATEGIES**	**KEY PERFORMANCE INDICATOR**	**RESPONSIBILITY**
		To improve Information Technology	Review of Information technology policies	Date of review of IT policies	Corporate Services
	11. Development and review of critical HR policies	To ensure an effective Human resource management system	Workshop on HR policies and procedures	staff workshop on HR policies and procedures	

Financial Viability and l Management

NATIONAL KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT					
GOAL	**PRIORITY**	**OBJECTIVE**	**STRATEGIES**	**KEY PERFORMANCE INDICATOR**	**RESPONSIBILITY**
Sustainable Financial Viability	17.Debt reduction	To ensure sound and effective financial management	Budgeting and Reporting	Timeous adoption of the municipal budget process plan.	Treasury
				Timeous Adoption of the municipal budget.	
				Audit files submitted to AG	
			Expenditure Control	Reduce turnaround time to award tenders	
				Update supplier database	
			Revenue Enhancement	Adoption of the revenue enhancement strategy	
				Percentage decrease in debtors	
				percentage increase in rates collected .	
				Approved supplementary valuation roll.	
				Reviewed and published property rates bylaws	
	18. Operation clean audit	To ensure adherence to clean audit objectives	Asset management	Insurance of municipal assets.	
				Asset management report.	

Good Governance and Public Participation

NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
GOAL	**PRIORITY**	**OBJECTIVE**	**STRATEGIES**	**KEY PERFORMANCE INDICATOR**	**RESPONSIBILITY**
	12.To ensure community participation in development	To ensure alignment and integration of strategies, programmes and projects	IDP Development	Date of adoption of the IDP and budget process plan.	Office of the municipal manager.
				Date of adoption of the IDP	
		To promote tolerance, perseverance and participation in development	Implementation of the IDP process plan	Number of IDP Representative Forums held.	
				Number of IDP Roadshows conducted.	
			Ensuring People centred approach in development	Number of Mayoral Izimbizo held.	
			Improved functionality of Ward Committees	Number of fully functional ward committees	
		To ensure the promotion of Batho Pele principles	Publish Municipal Newsletters	Number of municipal newsletters published.	
	13. To Promote social cohesion	To promote social cohesion through the provision support for ancillary social programmes	Sport and recreation activities	Number of sport and recreation activities held.	
			Cultural activities held.	Number of cultural activities held.	
			Youth activities held.	Number of youth activities held.	
	14. To promote the upliftment of vulnerable groups.	To promote human rights and social upliftment of vulnerable groups	HIV/AIDS awareness campaigns	Number of HIV/AIDS awareness campaigns held.	
			Drug and substance abuse awareness campaigns.	Number of drug and substance abuse awareness campaigns held.	
			Facilitate gender equity (and other previously marginalized groups) programmes	Number of gender equity programmes held.	

		NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
		OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATOR	RESPONSIBILITY
		To provide financial and material assistance to learners.	To assist learners with the payment of tertiary registration fees.	Number of learners assisted with payment of tertiary registration fees.	Office of the municipal manager.
			Conduct dress a child campaigns.	Number of dress a child campaigns conducted.	
			To assist the youth in obtaining drivers licences.	Number of persons assisted with drivers licences.	
	15. To promote annual reporting and oversight.	To promote a culture of performance and accountability	Submission of the draft annual report and financial statements to AG.	Date of submission of the draft annual report and financial statements to AG	
			Tabling of the annual report to council.	Date of the tabling of the annual report.	
			Adoption of the oversight report by council	Date of adoption of the oversight report and approval of the annual report.	
	16. To promote the functionality of the internal audit unit.	To ensure functional oversight committees.	Submission of four quarterly reports to audit committee and MPAC	Number of reports submitted to audit committee and MPAC	
			Audit plan	Annual audit plan developed	
			Audit committee meetings	Quarterly audit committee meetings held	

Cross Cutting Interventions

NATIONAL KEY PERFORMANCE AREA: CROSS CUTTING INTERVENTIONS					
GOAL	**PRIORITY**	**OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICATOR**	**RESPONSIBILITY**
To create a sustainable physical environment	19. Spatial Equity	To create a sustainable physical Environment	Disaster management plan	Date of adoption of the disaster management plan	Corporate Services
			Disaster management awareness campaigns	Number of disaster management awareness campaigns.	
		To promote and enhance development planning; spatial planning and land use management	Efficient Processing of Development Applications	Percentage of applications processed within the PDA time frames	Office Off the Municipal Manager

4.3.7 IDP and budget alignment

The table below indicates how the municipality's budget has been allocated according to the six provincial KPA and how this further aligns to the strategic objectives of the province.

NATIONAL KPA	2013/2014 BUDGET	2014/2015 BUDGET	PGDS STRATEGIC OBJECTIVE
Local Economic Development	1,000	1,053	Job Creation
	38,803	42,486	
Financial Viability and management	2,540	2,734	Governance and policy
Municipal Transformation and institutional development	31,697	38,182	Human resource development
	_	200	Human and community development
Basic service delivery	18,109	16,538	Strategic infrastructure
Good Governance and Public Participation	400	450	Governance and policy
Cross Cutting Interventions	400	425	Responses to climate change
	100	200	
	_	300	Spatial equity

SECTION E 1: STRATEGIC MAPPING

1.1 INTENDED FUTURE LAND USES

5.1.1 CONSERVATION AREAS

It is critical for the development of a sustainable Spatial Development Framework to identify environmentally sensitive areas in order to direct and manage intensive development away from such areas. The Ezinqoleni Spatial Development Framework considers both formally registered conservation areas as well as additional potential/future conservation worthy areas.

Areas of environmental concern include the following:

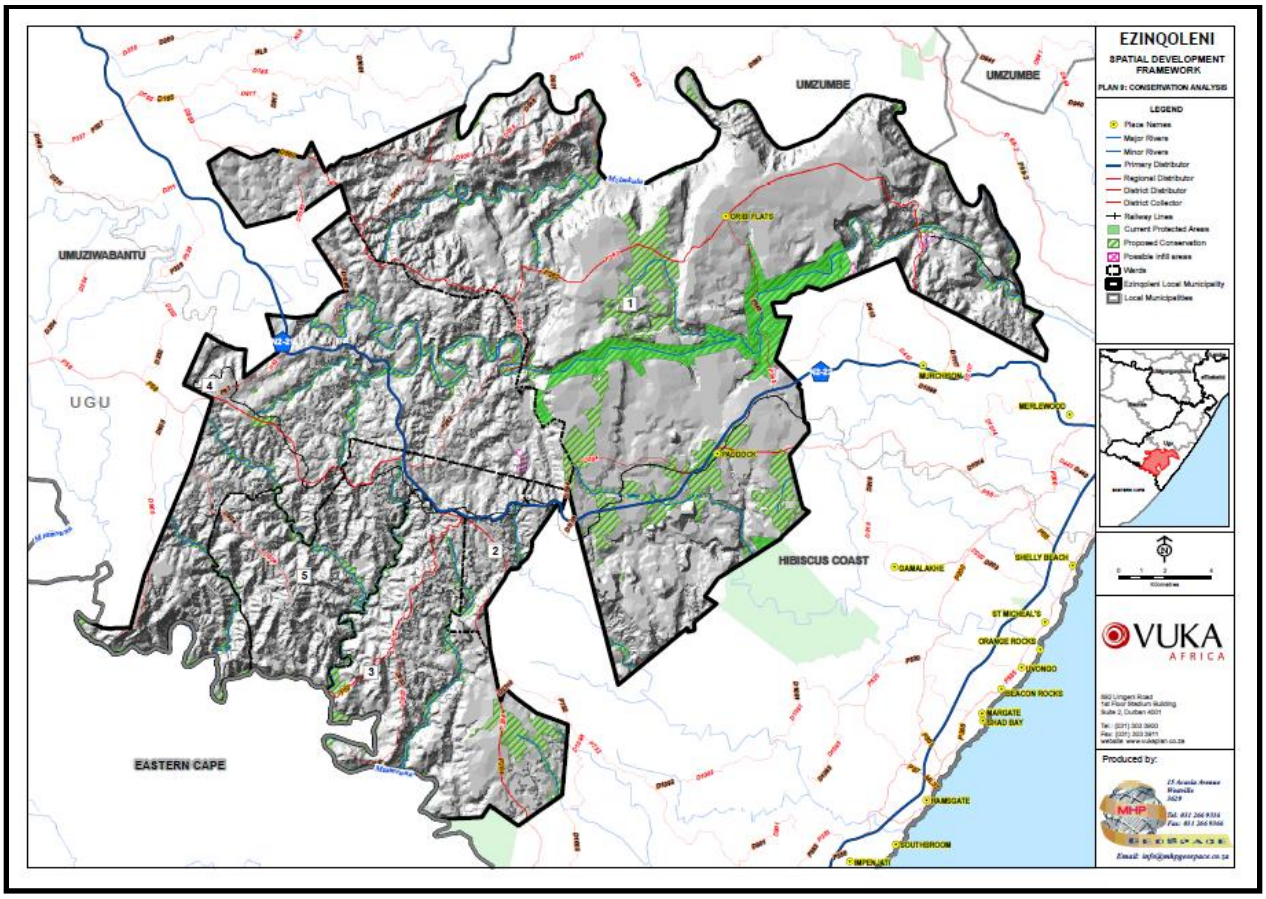
- Wetlands and watercourses,
- Areas prone to soil erosion,
- steep slopes,
- archaeological sites and
- tourism assets

In general the following areas were identified as future conservation areas.

- All formally registered Nature Reserves.
- All river and stream areas, Weltands & Dams in excess of 1 Ha with a 30m buffer around the boundary.
- Riverine buffer areas. A conceptual buffer of 30m from centreline was utilised.
- Selected slope areas that is intersected by rivers.
- Indigenous forests.

The map below outlines various riverine areas distributed throughout the municipality. The best known natural asset within Ezinqoleni is the Oribi Gorge. On the southern and south-eastern borders of the municipality, are two reserves demarcated within the Hibiscus Coast Municipality. The Mbumbazi reserve protrudes into Ezinqoleni, and therefore also presents economic opportunities to be exploited by Ezinqoleni. The Umtamvuna Reserve only borders the Ezinqoleni LM in the South.

There are also a high number of rivers and gorges providing pristine aesthetic environments throughout the municipality.



Map 27: Conservation Areas

5.1.2 AGRICULTURAL AREAS

When considering the identification of potential future agricultural land, the KwaZulu-Natal Department of Co-operative Governance and Traditional Affairs' Spatial Planning Guidelines for the Cultural Heritage Interpretation (KZN DCoGTA, July 2009f) proposes that the potential of soils for agricultural production as well as the availability of water principally affect agricultural production. As described below, the Cedara database of high value agricultural land represents a culmination between soil potential and geological conditions and the resulting high and good potential agricultural land, which occurs within the Ezinqoleni municipality (and is not yet utilised for agricultural purposes) has been identified as potential future agricultural land. As part the identification process, areas utilised for settlements and steep slopes have been excluded from the analysis. Water availability for agricultural purposes is however more difficult to determine as part of the SDF process.

The intension is to identify and to distinguish between cultivated land (commercial and subsistence) as well as high Potential Agricultural Land, which gives input into the identification of future expansion of agricultural activities.

Ezinqoleni is an area with high agricultural potential especially in the eastern regions surrounding Paddock and Oribi Flats, where a large number of commercial farms are settled. Possibly due to the abundance of water in the area, the Oribi Gorge and the adjacent areas are also demarcated to have high potential agricultural land. Although the soil capabilities might be conducive to agriculture, the steep slopes do not allow for agricultural activities. This land is also protected through a formal conservancy and can therefore not be utilised for agriculture.

The north-western part of the municipality does not have much agricultural potential, which could mainly be ascribed to the high number of steep slopes within this area, which results in small pockets of subsistence agricultural activities. Due to the limited size and occurrence of these agricultural activities, this area is not earmarked in the SDF as an agricultural viable area.

The population numbers are also very limited in these regions, which relates to the limited presence of subsistence farming in this area. On the other hand, the land use south of Moguntia is characterized mainly by subsistence farming, as the largest population groupings of the municipality are situated within this area.

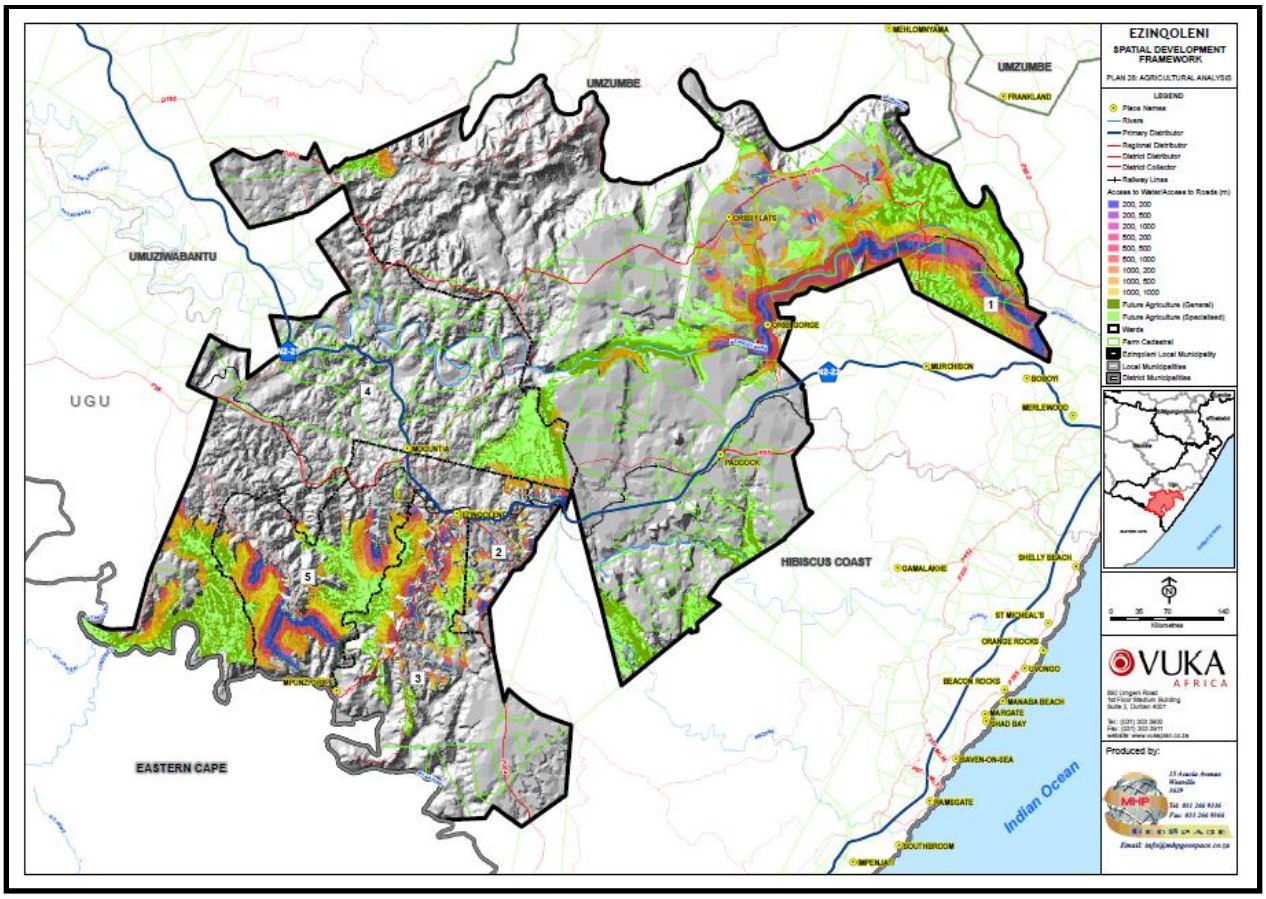
Agricultural expansion will be focused on the scattered high potential agricultural areas directly south of Ezinqoleni, as well as a large portion of high potential agricultural land situated in the eastern portion of ward 4. The far eastern part of the municipality near Boboyi (Hibiscus Coast) could also be targeted for agricultural expansion, keeping in mind that a large part thereof will be included in the Oribi Gorge nature reserve.

The agricultural potential areas were identified through a combination of the following criteria:

- High Potential Agricultural Land of areas larger than 20 Ha,
- Good Potential Agricultural Land of areas larger than 20 Ha,
- Intensive and Extensive Agricultural Activities larger than 20 Ha,
- Cultivated land larger than 20 Ha,

The criteria of 20Ha were used, as the Department of Agriculture does not consider anything less than 20 ha as a viable unit. Subdivisions less than 20ha will therefore not be allowed.

The PSEDS depicts that the north-western part of Ezinqoleni can play a significant role in the provincial agricultural sector. This is on contrast with the land potential analysis evident in the map below.



Map 28: Agricultural Areas

COMMERCIAL AGRICULTURE

The following Regions of Commercial Agriculture is identified and outlined below

<u>Between Umzimkulu and Traditional Authority areas of Umuziwabantu and Ezinqoleni</u>

This band of agricultural land is on either side of the N2 and is bounded by Traditional authority land and conservation areas along both rivers. Much of the land in this region of Ugu is of relatively high land capability and should be maintained. The predominant agricultural enterprises in this region of Ezinqoleni are forestry and sugarcane.

Traditional Settlement and Agricultural Practices

The agricultural practices within the Traditional Settlement areas of Ugu are diversified with many households producing food for subsistence purposes. Due to the often large degree of transformation of these areas in terms of grazing cover as well as institutional factors, grazing capacity and other resource constraints limit the extent to which livestock as well as farming could be expanded.

5.1.3 RESIDENTIAL AREAS

Ezinqoleni TA area

Ezinqoleni has three tribal authority areas namely Vukuzithate, Nkumbini, and the Qinselani - Manyuswa Tribal Authority. This TA area comprises most of the LM area. The major settlements in the area are Ezingolweni Village, which is a large and reasonably dense settlement.

The Formal Residential areas include mostly the existing urban areas and some of the non-urban areas that have levels of cadastral certainty. These areas will be subjected to relatively little planning intervention, which will comprise essentially of maintenance activities.

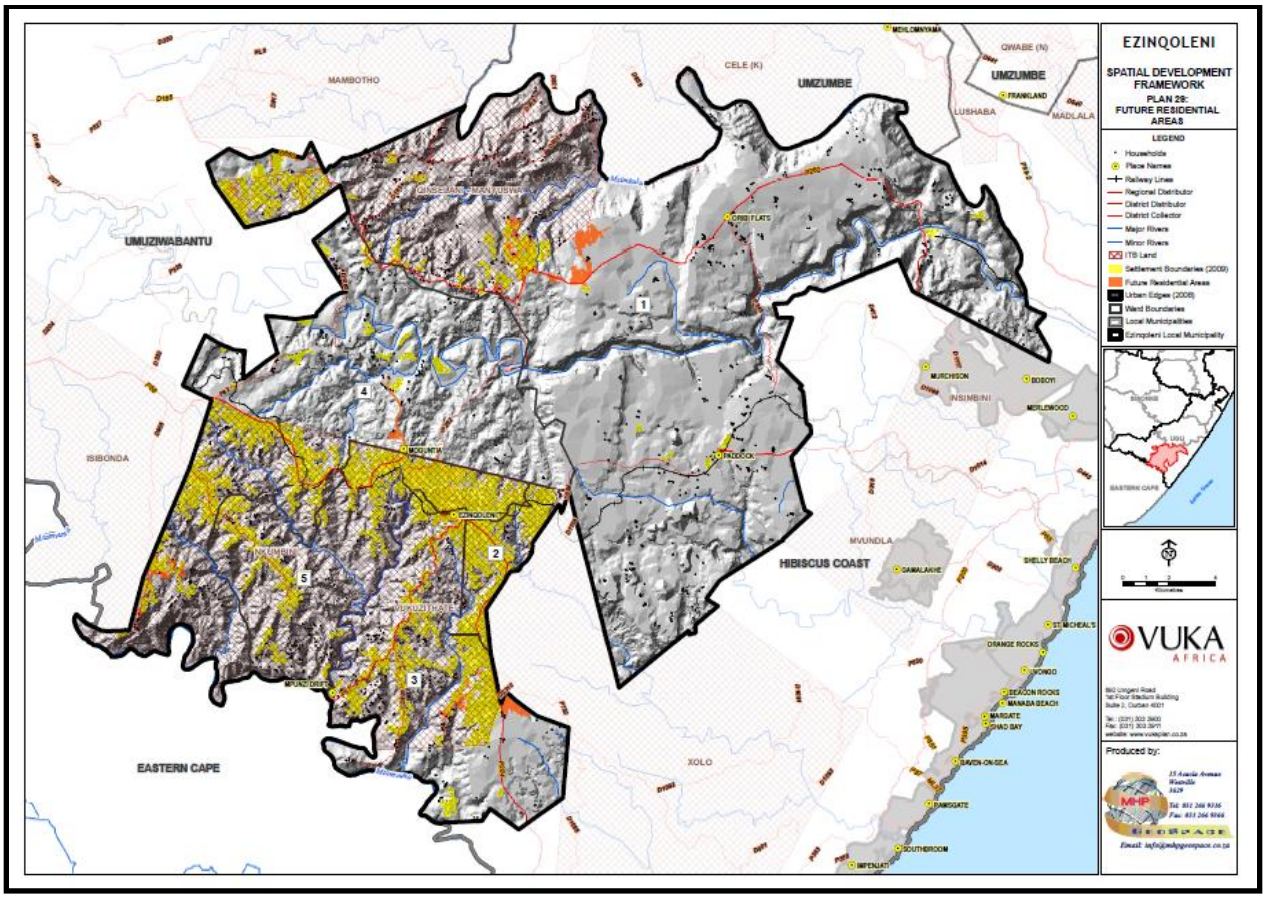
As most of the existing formal areas are well provided with all required services, only those few areas needing infrastructure improvement will fall into the "Improvement" Category.

All new residential areas, regardless of income level targeting, will be demarcated as "NEW" areas. These will occur in the form of small-scale "Infill" and large-scale "Greenfields development. New development will be encouraged to consolidate and integrate with existing development to create compact clusters of linear towns, and so avoid sprawl and leap-frogging. It is therefore suggested that the densities within areas demarcated on the SDF as **"Existing Residential"** be increased systematically.

Most of the "informal" residential areas, within and outside of Traditional Authority boundaries and adjacent or close to existing formal urban areas will be subject to various levels of improvement that, depending on the context will include:

- Cadastral Formalization
- In situ upgrading
- Densification

Please refer to Future Residential Areas map below for a depiction of proposed residential expansion areas.



Map 29: Future Residential Areas

The population of Ezinqoleni is largely settled in the area south of Moguntia, with the highest concentration of people around Ezinqoleni and the eastern boundaries of wards 2 and 3. There is also a large concentration of people in the far north-western part of the municipality (west part of Ward 1) next to the D860, and a smaller concentration in ward 1 Directly North of Moguntia. Paddock will also present opportunities for infill development & residential expansion due to its accessibility from the N2 route, as well as proposed economic developments.

The remainder of the municipality, which consists of the larger parts of Wards 1 and 4, has scattered rural settlements where further development should be discouraged.

Not many settlements have potential for expansion, as this would constitute leapfrog development. The largest areas available for development, and in close proximity to existing residential areas, are within the development north of Moguntia in Ward 1. The southern parts of ward 3 close to the P284 Road, also offers potential for residential expansion.

Although it seems as if there are many areas for development, it will constitute urban sprawl, which needs to be avoided. Where possible future residential areas are identified, densification opportunities must first be explored before expansion may continue.

Infill development and compact residential areas is preferable over wide expanding residential areas. This allows for more cost effective implementation of infrastructure.

The reasoning behind identification of land in excess of 25ha for residential infill is that department of housing does seldom, if ever, fund projects less than 100 units. Traditional standards for erf sizes are 2,500m^2 which is large enough to accommodate the traditional extended families. These portions of land also need to be situated in close proximity to current settlements with existing infrastructure, or in an area where the new development will create densities in the existing settlement which will justify the provision of services.

The table below depicts projects that have been implemented with the municipality and those still to be implemented in the 2014/2015 IDP. It must be kept in mind that human settlement entails more than just provision of housing. The following projects address the social amenities necessary to develop sustainable human settlements.

Table Housing Projects implemented

Sector	Source	Project	Ward
Housing	Ezinqoleni LM Housing Strategy (2008/09)	• KwaMthimude Rural Housing Project - Celebane 300 Subsidies • KwaMthimude Rural Housing Project - Godloza 300 Subsidies • KwaMthimude Rural Housing Project - Ndunu 300 Subsidies • KwaMthimude Rural Housing Project Mlozane - 500 Subsidies • New Developments - 600 Subsidies • Status Unknown - KwaNyuswa Rural Housing Project (1,000 Subsidies) - Mahlabathini-527 • Status Unknown - KwaNyuswa Rural Housing Project (1,000 Subsidies) - Thonjeni-527 • Themba Missionary - 13 Subsidies • Vukuzithathe Rural housing Project - Dlovinga 400 Subsidies • Vukuzithathe Rural housing Project - Mbeni 582 Subsidies • Vukuzithathe Rural housing Project - Nkulu 583 Subsidies • Vukuzithathe Rural housing Project - Shobashobane 400 Subsidies • Waste Management **2015/2016** • 6000 Housing units to be implemented • Vukuzithathe phase 3: 2000 units • KwaNyuswa phase 2: 2000 units • Mthimude phase 2: 2000 units	

Infrastructure provision	Ezinqoleni Infrastructure Assessment 2007 for Ezinqoleni Development Project (Specific Project Area Unknown)	○ km distribution roads - parallel to the N2 terminating at the interchanges northern side of the project area. • 1800 mm of 90 mm diameter, class 9, uPVC gravity main reticulation pipeline from the Reservoir into the project area • 200 m of 90 mm diameter, class 12, uPVC pipeline from Ezinqoleni bulk supply pipeline to proposed Reservoir. • 2500 mm of 75 to 50 mm diameter, class 10, HDPE reticulation pipelines • 4 km ring minor access road along boundary of the project area	

5.1.4 INDUSTRY

At present the only industrial area of note within the Ugu District Municipality is Marburg offering some 200 ha of industrial space which is nearly fully developed. Other small industrial areas and plants throughout the District doubles this area. Industrial land in Ugu is therefore limited and does not allow for the expansion of this sector. In order to improve levels of employment in the District this sector will have to be expanded.

MANUFACTURING SMME SUPPORT

The development of major industrial areas in rural municipalities is not encouraged; however, it is important that provision be made for supporting the establishment and growth of existing and future manufacturing SMMEs. To this end nodal development plans should provide land for the establishment of manufacturing cluster developments or incubation centres. The continued nurturing of small manufacturing SMMEs will be key to the sustainability and impact of the sector. Lack of access to appropriately service space is often a major constraint for small industries.

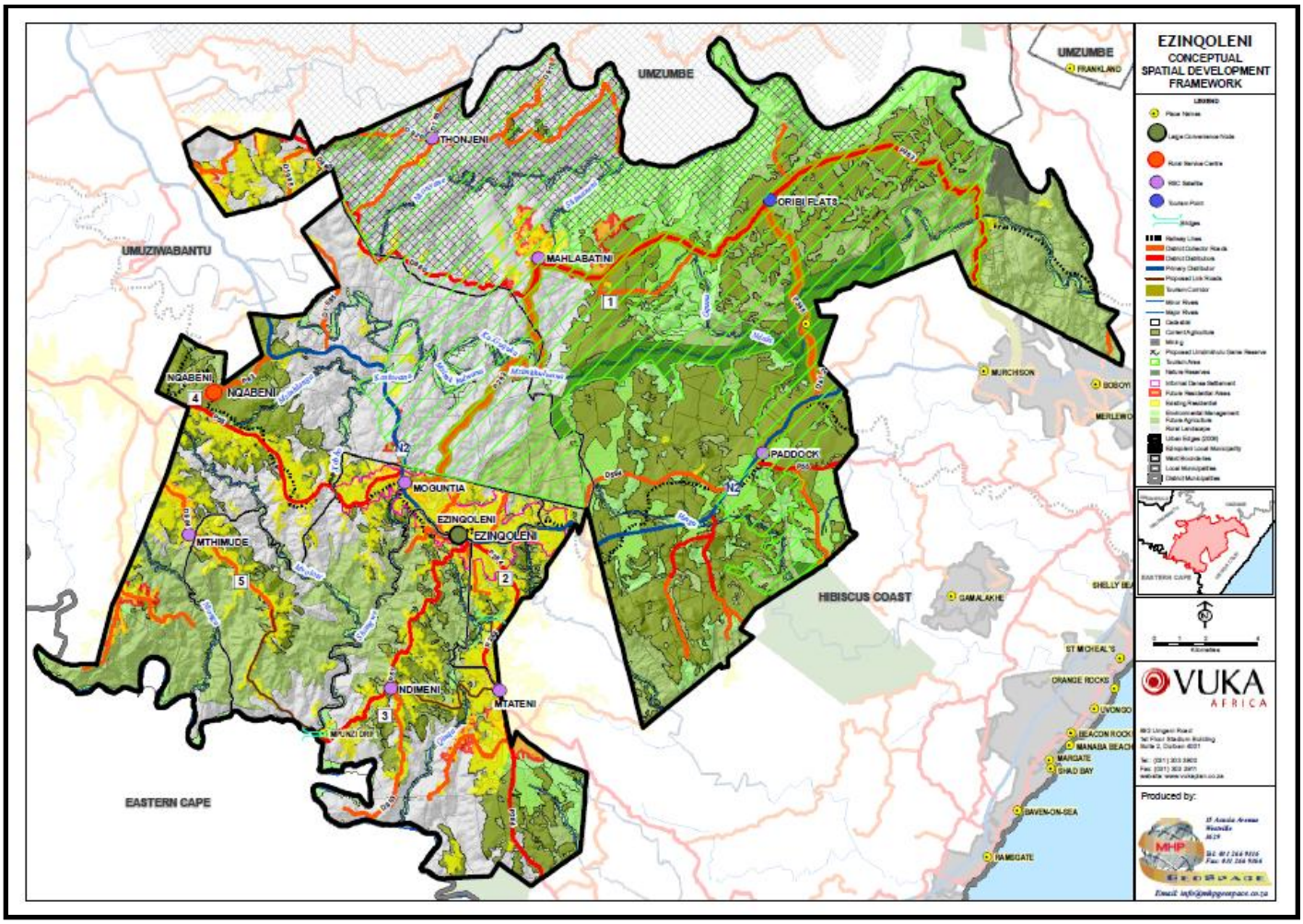
It is proposed that such support be planned for and provided in Ezingolweni.

5.1.5 TOURISM

Although not a land use as such tourism development impact substantially on land use in the District as a whole. In broad terms the following guidelines relating to the spatial development of tourism should be considered:

- **New resort developments:** Resort type developments should be integrated with existing urban structure and should not be allowed to "leapfrog". These types of developments should contribute to the sustainable use of existing tourism facilities and infrastructure.

- **Nature based tourism:** Nature based tourism in the District is undeveloped and the focus is generally on conservation, as opposed to a focus on tourism development. Each conservation area in the District must be assessed in terms of the potential contribution thereof to the tourism product of the region. Ezemvelo KZN Wildlife has already developed reserve management plans for a number of the larger reserves they are responsible for.
- **Adventure Tourism:** Adventure tourism is already an important draw card for the Ugu District, but to date the focus has been on coastal adventure tourism activities such as diving, fishing and related water sports. Suitable areas for the development of adventure sport clusters in Ezinqoleni must be identified. Criteria for the identification of such areas will include (1) scenic beauty, (2) accessibility using major road infrastructure, (3) availability of appropriate natural attributes, (4) the presence of individuals or groups that would want to engage in this sector etc. Such opportunity areas should be identified in more detailed tourism sector planning.
- **Cultural & Heritage Tourism:** The KwaZulu-Natal Department of Co-operative Governance and Traditional Affairs' Spatial Planning Guidelines for the Cultural Heritage Interpretation (KZN DCoGTA, July 2009e), identifies various heritage resources in line with the KwaZulu-Natal Heritage Act No 10 of 1997. These include: Heritage Landmarks, Provincial Landmarks, Heritage Objects, Heritage Conservancies and Sensitive Sites any and all of which may be afforded Provisional Protection or included on a Heritage Register. Although a Heritage Register was not available during the SDF formulation, it is proposed that such a register be developed to allow for future planning involving these sites and upgrading of access to them.



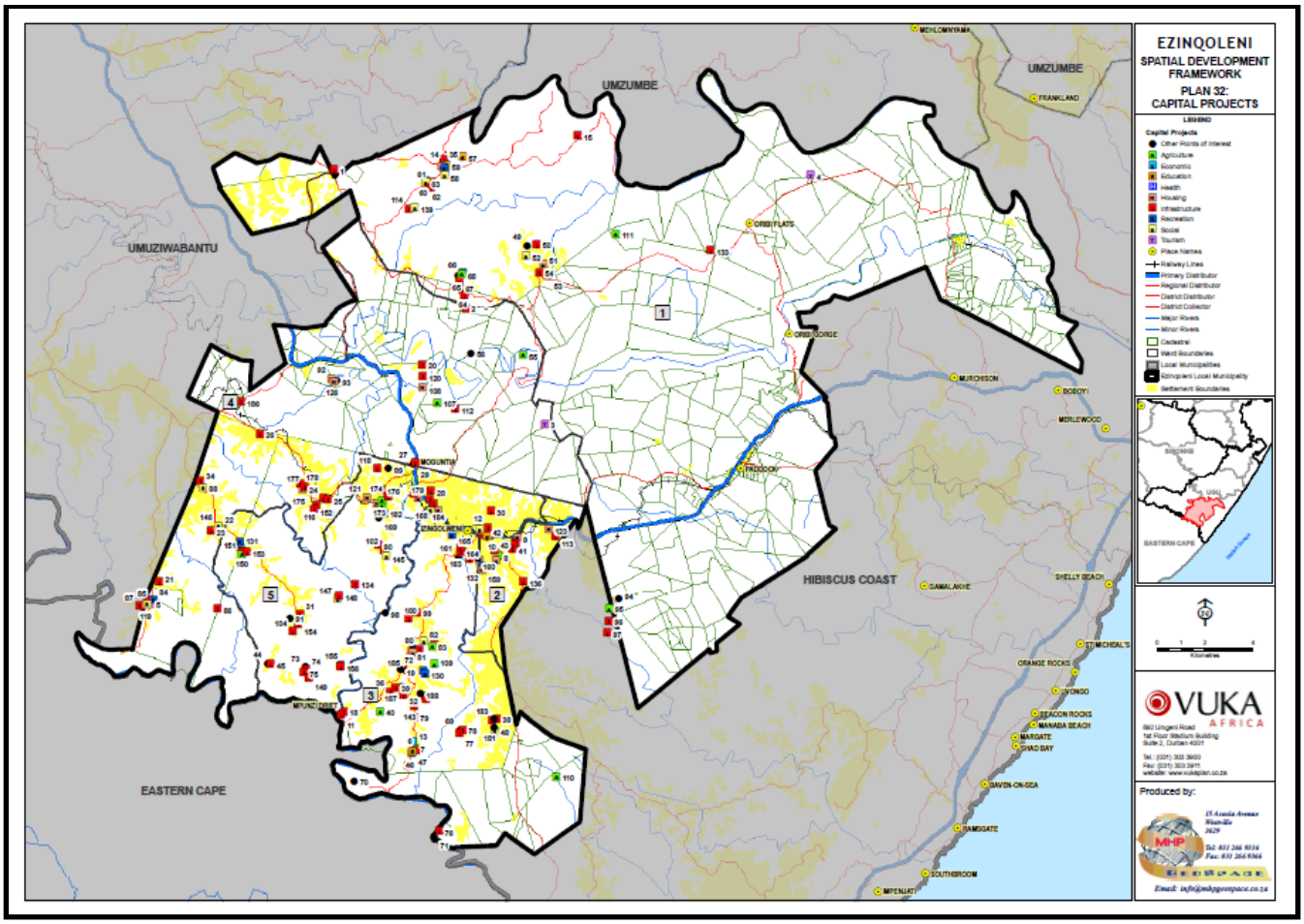
Map 30: Spatial Development Framework

5.2 CAPITAL INVESTMENT FRAMEWORK

As it was mentioned before, that the idea of Cooperative governance is based on the reciprocal obligation of spheres of government to trust, support and assist one another in coordinating service delivery to communities. The capital investment framework below vividly outlines the need for all three spheres of government to work closely together in meeting service delivery needs of the community.

The objectives of the Capital Investment Framework can be summarized as follows:

- To link capital projects with potential sources of funding;
- To make sure there are staff and services providers to deliver on projects that are funded;
- To strive to ensure appropriate budget - IDP linkages; and
- To provide practical and appropriate alignment regarding capital investment



Map 31: Capital Projects

In order for the practicality of the capital investment framework to be realized, the following needs to be outlined.

- total investment costs
- potential sources of funding
- responsible agency for implementation
- phased annual capital expenditure
- total operation/ maintenance costs required for capital investment.

5.2.1 Capital Investment Analysis

Ezinqoleni municipality's draft capital Investment Plan highlights four strategic focus areas and associated capital costs. These are further grouped according to the National KPA areas. They are:

5.2.1.1 Basic Service Delivery

1. Corridor Development with emphasis on:

- Roads and Transportation : R77 176 336.00

2. Service and Social Infrastructure with emphasis on:

- Water services and management: R 63 704 000.00
- Sanitation R 63 254 333.00
- Health Services R 76 000 000.00 (Social Development)
- Sports, Recreation and Community Facilities R 11 258 000.00

2. Continuum of Housing/Human Settlement : R 2 969 981.00

5.2.1.2 Local Economic Development

4. Unlocking Economic Potential: R 9 534 000.00

5.2.1.3 **Cross Cutting Interventions**

5. **Sustaining the natural and built environment** R1500 000.00

5.2.2 IDP and CIF Alignment

The table below aligns the National KPAs with the strategic objectives of the capital investment framework and the objectives of the IDP.

National KPA	Capital Investment Strategic Objective	Alignment with IDP objectives
Basic Service Delivery	CORRIDOR DEVELOPMENT	To maintain existing infrastructure.
		To ensure investment on infrastructure development and service delivery.
	SUSTAINABLE HUMAN SETTLEMENTS	To facilitate the provision of housing infrastructure.
	SPORT, RECREATION & COMMUNITY FACILITIES	To promote social cohesion through the provision of support for ancillary social programmes
Local Economic and Social Development	PROTECTION OF AGRICULTURAL LAND	To promote and enhance the fight against poverty
	UNLOCKING ECONOMIC POTENTIAL	To create an enabling environment for sustainable local economic development
	EDUCATION AND SKILLS DEVELOPMENT	Skills development
Cross Cutting Interventions	SUSTAINING THE NATURAL AND BUILT ENVIRONMENT	To create a sustainable physical environment

- Basic Service Delivery and Cross Cutting Interventions

PROGRAMME/PROJECTS					PHASED ANNUAL INVESTMENT COSTS								FUNDING
NUMBER	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2012/13	2013/14	2014/15	2015/16	2016/17	CAP COSTS	OPERATION & MAINT COST	GOVERNMENT SOURCE OF FUNDING
S1: SUSTAINING THE NATURAL AND BUILT ENVIRONMENT					**R 1,500,000.00**	**R 1,500,000.00**	**R -**	**R -**	**R -**	**R -**	**R 1,185,000.00**	**R 315,000.00**	
			Ugu District EMF	All	R 1,500,000.00	R 1,500,000.00	R -	R -	R -	R -	R 1,185,000.00	R 315,000.00	
S2: CORRIDOR DEVELOPMENT					**R 77,176,336.00**	**R 15,435,267.20**	**R 15,435,267.20**	**R 15,435,267.20**	**R 15,435,267.20**	**R 15,435,267.20**	**R 60,969,305.44**	**R 16,207,030.56**	
			ROADS		**R 77,176,336.00**	**R 15,435,267.20**	**R 15,435,267.20**	**R 15,435,267.20**	**R 15,435,267.20**	**R 15,435,267.20**	R 60,969,305.44	R 16,207,030.56	
			New Gravel Road	Various	R 8,086,000.00	R 1,617,200.00	R 1,617,200.00	R 1,617,200.00	R 1,617,200.00	R 1,617,200.00	R 6,387,940.00	R 1,698,060.00	
			New Causeway	Various	R 3,830,000.00	R 766,000.00	R 766,000.00	R 766,000.00	R 766,000.00	R 766,000.00	R 3,025,700.00	R 804,300.00	
			Concrete Road	Various	R 8,800,000.00	R 1,760,000.00	R 1,760,000.00	R 1,760,000.00	R 1,760,000.00	R 1,760,000.00	R 6,952,000.00	R 1,848,000.00	
			Guardrail Repairs	Various	R 2,700,000.00	R 540,000.00	R 540,000.00	R 540,000.00	R 540,000.00	R 540,000.00	R 2,133,000.00	R 567,000.00	
			Road Marking and Studs	Various	R 3,000,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 2,370,000.00	R 630,000.00	
			Blacktop Patrching	Various	R 14,698,000.00	R 2,939,600.00	R 2,939,600.00	R 2,939,600.00	R 2,939,600.00	R 2,939,600.00	R 11,611,420.00	R 3,086,580.00	
			Routine Maintenance of Regulatory signs/warning signs	Various	R 200,000.00	R 40,000.00	R 40,000.00	R 40,000.00	R 40,000.00	R 40,000.00	R 158,000.00	R 42,000.00	DoT
			Routine Maintenance-Blading	Various	R 3,400,000.00	R 680,000.00	R 680,000.00	R 680,000.00	R 680,000.00	R 680,000.00	R 2,686,000.00	R 714,000.00	DoT

PROGRAMME/PROJECTS					PHASED ANNUAL INVESTMENT COSTS								FUNDING
Number	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2012/2013	2013/2014	2014/.2015	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
			Routine Maintenance	Various	R 6,400,000.00	R 1,280,000.00	R 1,280,000.00	R 1,280,000.00	R 1,280,000.00	R 1,280,000.00	R 5,056,000.00	R 1,344,000.00	DoT
			Patch Gravelling	Various	R 2,104,336.00	R 420,867.20	R 420,867.20	R 420,867.20	R 420,867.20	R 420,867.20	R 1,662,425.44	R 441,910.56	DoT
			Re-gravelling	Various	R 19,700,000.00	R 3,940,000.00	R 3,940,000.00	R 3,940,000.00	R 3,940,000.00	R 3,940,000.00	R 15,563,000.00	R 4,137,000.00	DoT
			Construction of Headwalls	Various	R 1,500,000.00	R 300,000.00	R 300,000.00	R 300,000.00	R 300,000.00	R 300,000.00	R 1,185,000.00	R 315,000.00	DoT
			Special Maintenance	Various	R 2,758,000.00	R 551,600.00	R 551,600.00	R 551,600.00	R 551,600.00	R 551,600.00	R 2,178,820.00	R 579,180.00	DoT
S3: CONTINUUM OF SUSTAINABLE HUMAN SETTLEMENTS					**R 2,969,981.00**	**R -**	**R 1,325,620.00**	**R 526,050.00**	**R 541,880.50**	**R 576,430.50**	**R 2,346,284.99**	**R 623,696.01**	
			HOUSING AND HUMAN SETTLEMENT		**R 2,969,981.00**	**R -**	**R 1,325,620.00**	**R 526,050.00**	**R 541,880.50**	**R 576,430.50**	**R 2,346,284.99**	R 623,696.01	
			KwaVukuzitha Rural Housing Project		R 75,581.00	R -	R 12,810.00	R 10,370.00	R 26,200.50	R 26,200.50	**R 59,708.99**	R 15,872.01	DoH
			Mthimude Rural Housing Project		R 74,810.00	R -	R 12,810.00	R 9,150.00	R 9,150.00	R 43,700.00	**R 59,099.90**	R 15,710.10	DoH
			KwaNyuswa Rural Housing Project	Ward 1	R 2,819,590.00	R -	R 1,300,000.00	R 506,530.00	R 506,530.00	R 506,530.00	**R 2,227,476.10**	R 592,113.90	DoH
S5: SERVICE AND SOCIAL INFRASTRUCTURE					**R 248,564,333.00**	**R 55,230,666.60**	**R 53,924,666.60**	**R 54,659,666.60**	**R 39,224,666.60**	**R 39,224,666.60**	**R 196,365,823.07**	**R 52,198,509.93**	
			WATER SERVICES AND MANAGEMENT		**R 63,704,000.00**	**R 14,957,800.00**	**R 15,257,800.00**	**R 15,572,800.00**	**R 8,957,800.00**	**R 8,957,800.00**	**R 50,326,160.00**	**R 13,377,840.00**	
			KwaNyuswa Water Scheme Phase 3		R 13,333,500.00	R 2,666,700.00	R 2,666,700.00	R 2,666,700.00	R 2,666,700.00	R 2,666,700.00	R 10,533,465.00	R 2,800,035.00	Ugu DM

PROGRAMME/PROJECTS					PHASED ANNUAL INVESTMENT COSTS								FUNDING
Number	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2012/2013	2013/2014	2014/.2015	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
			Umtamvuna Water Works		R 11,855,500.00	R 2,371,100.00	R 2,371,100.00	R 2,371,100.00	R 2,371,100.00	R 2,371,100.00	R 9,365,845.00	R 2,489,655.00	Ugu DM
			Ezinqoleni Bulk Water Extension Phase 2		R 5,000,000.00	R 1,000,000.00	R 1,000,000.00	R 1,000,000.00	R 1,000,000.00	R 1,000,000.00	R 3,950,000.00	R 1,050,000.00	Ugu DM
			Ezinqoleni Bulk Water Extension Phase 3		R 12,610,000.00	R 4,000,000.00	R 4,200,000.00	R 4,410,000.00	R -	R -	R 9,961,900.00	R 2,648,100.00	MIG
			Mabheleni East Water Project		R 6,305,000.00	R 2,000,000.00	R 2,100,000.00	R 2,205,000.00	R -	R -	R 4,980,950.00	R 1,324,050.00	MIG
			Izinqoleni Water Supply Project Shoba/Mdlazi Wards		R 5,200,000.00	R 1,040,000.00	R 1,040,000.00	R 1,040,000.00	R 1,040,000.00	R 1,040,000.00	R 4,108,000.00	R 1,092,000.00	DWA
			Isimahla Water Supply & Recticulation W3		R 3,400,000.00	R 680,000.00	R 680,000.00	R 680,000.00	R 680,000.00	R 680,000.00	R 2,686,000.00	R 714,000.00	DWA
			Kwacele water supply		R 6,000,000.00	R 1,200,000.00	R 1,200,000.00	R 1,200,000.00	R 1,200,000.00	R 1,200,000.00	R 4,740,000.00	R 1,260,000.00	DWA
			SANITATION		**R 63,254,333.00**	**R 15,606,866.60**	**R 16,006,866.60**	**R 16,426,866.60**	**R 7,606,866.60**	**R 7,606,866.60**	**R 49,970,923.07**	**R 13,283,409.93**	
			Umbango Sewer pipeline replacement		R 18,915,000.00	R 6,000,000.00	R 6,300,000.00	R 6,615,000.00	R -	R -	R 14,942,850.00	R 3,972,150.00	MIG
			Ezinoqoleni VIPs		R 6,305,000.00	R 2,000,000.00	R 2,100,000.00	R 2,205,000.00	R -	R -	R 4,980,950.00	R 1,324,050.00	MIG
			Ezinqoleni Sanitation Project Phase 2		R 38,034,333.00	R 7,606,866.60	R 7,606,866.60	R 7,606,866.60	R 7,606,866.60	R 7,606,866.60	R 30,047,123.07	R 7,987,209.93	DWA

PROGRAMME/PROJECTS					PHASED ANNUAL INVESTMENT COSTS								FUNDING
Number	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2012/2013	2013/2014	2014/.2015	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
			ENERGY		**R 15,200,000.00**	**R 3,040,000.00**	**R 3,040,000.00**	**R 3,040,000.00**	**R 3,040,000.00**	**R 3,040,000.00**	**R 12,008,000.00**	**R 3,192,000.00**	
			Electrification infrastructure		**R 15,200,000.00**	**R 3,040,000.00**	**R 3,040,000.00**	**R 3,040,000.00**	**R 3,040,000.00**	**R 3,040,000.00**	**R 12,008,000.00**	**R 3,192,000.00**	
			Electrification	Ward 1,4 & 5	R 15,200,000.00	R 3,040,000.00	R 3,040,000.00	R 3,040,000.00	R 3,040,000.00	R 3,040,000.00	R 12,008,000.00	R 3,192,000.00	UGU
			SPORT, RECREATION & COMMUNITY FACILITIES		**R 17,558,000.00**	**R 2,378,000.00**	**R 2,220,000.00**	**R 2,220,000.00**	**R 2,220,000.00**	**R 2,220,000.00**	**R 13,870,820.00**	**R 3,687,180.00**	
			Community Halls		R 6,000,000.00	R 1,200,000.00	R 1,200,000.00	R 1,200,000.00	R 1,200,000.00	R 1,200,000.00	R 4,740,000.00	R 1,260,000.00	
			Wosiyane	Ward 1	R 3,000,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 2,370,000.00	R 630,000.00	Ezinqoleni
			Mbeni	Ward 2	R 3,000,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 2,370,000.00	R 630,000.00	Ezinqoleni
			Sports Facilities		R 11,400,000.00	R 1,020,000.00	R 1,020,000.00	R 1,020,000.00	R 1,020,000.00	R 1,020,000.00	R 9,006,000.00	R 2,394,000.00	
			Kwanyuswa Sports Center	Ward 1	R 3,000,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 600,000.00	R 2,370,000.00	R 630,000.00	Ezinqoleni
			Bhuka (Munga) Sports Field	Ward 6	R 2,100,000.00	R 420,000.00	R 420,000.00	R 420,000.00	R 420,000.00	R 420,000.00	R 1,659,000.00	R 441,000.00	Ezinqoleni
			Mpuzi Sports Field		R 3,100,000.00						R 2,449,000.00	R 651,000.00	MIG
			Dakane Sports Center		R 3,200,000.00						R 2,528,000.00	R 672,000.00	

- LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

PROGRAMME/PROJECTS					PHASED ANNUAL INVESTMENT COSTS								FUNDING
Number	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2012/2013	2013/2014	2014/.2015	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
S4: PROTECTION OF AGRICULTURAL LAND					**R 1,434,000.00**								
			Horse shoe farm		R 434,000.00	R 434,000.00							DAEA
			Land Reform Projetcs										
			Skhuthele Land Trust (Oribi Flats)- Sugarcane										DRDLR
			Recapitalisation and Development Projects		**R 1,000,000.00**								
			Boston- Sugarcane										DRDLR
			Olympus- Sugarcane										DRDLR
			Clothier- Recapitalisation and Development		R 1,000,000.00								DRDLR
S6: UNLOCKING ECONOMIC POTENTIAL					**R 9,534,000.00**	**R 2,226,800.00**	**R 1,826,800.00**	**R 1,826,800.00**	**R 1,826,800.00**	**R 1,826,800.00**	**R 7,531,860.00**	**R 2,002,140.00**	
			Tea Tree Farming Venture	ALL	R 6,152,000.00	R 1,230,400.00	R 1,230,400.00	R 1,230,400.00	R 1,230,400.00	R 1,230,400.00	R 4,860,080.00	R 1,291,920.00	COGTA
			LED Stragtegy	ALL	R 400,000.00	R 400,000.00	R -	R -	R -	R -	R 316,000.00	R 84,000.00	COGTA

PROGRAMME/PROJECTS					PHASED ANNUAL INVESTMENT COSTS								FUNDING
Number	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2012/2013	2013/2014	2014/.2015	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
			Village Landscaping, Community Park, Street Lighting, Trade Centre, Public Toilets	ALL	R 2,482,000.00	R 496,400.00	R 496,400.00	R 496,400.00	R 496,400.00	R 496,400.00	R 1,960,780.00	R 521,220.00	
			LED Awareness and Capacity Building	ALL	R 500,000.00	R 100,000.00	R 100,000.00	R 100,000.00	R 100,000.00	R 100,000.00	R 395,000.00	R 105,000.00	DED
			HEALTH SERVICES		**R 76,000,000.00**	**R 15,200,000.00**	**R 15,200,000.00**	**R 15,200,000.00**	**R 15,200,000.00**	**R 15,200,000.00**	**R 60,040,000.00**	**R 15,960,000.00**	
			New Clinics		R 54,000,000.00	R 10,800,000.00	R 10,800,000.00	R 10,800,000.00	R 10,800,000.00	R 10,800,000.00	R 42,660,000.00	R 11,340,000.00	
			Kwa Nikwe		R 18,000,000.00	R 3,600,000.00	R 3,600,000.00	R 3,600,000.00	R 3,600,000.00	R 3,600,000.00	R 14,220,000.00	R 3,780,000.00	Dep Of Health
			Mdlazi		R 18,000,000.00	R 3,600,000.00	R 3,600,000.00	R 3,600,000.00	R 3,600,000.00	R 3,600,000.00	R 14,220,000.00	R 3,780,000.00	Dep Of Health
			Thorndale Mahlabathini		R 18,000,000.00	R 3,600,000.00	R 3,600,000.00	R 3,600,000.00	R 3,600,000.00	R 3,600,000.00	R 14,220,000.00	R 3,780,000.00	Dep Of Health
			Maternal Obstetric Units		R 22,000,000.00	R 4,400,000.00	R 4,400,000.00	R 4,400,000.00	R 4,400,000.00	R 4,400,000.00	R 17,380,000.00	R 4,620,000.00	
			Izingolweni		R 22,000,000.00	R 4,400,000.00	R 4,400,000.00	R 4,400,000.00	R 4,400,000.00	R 4,400,000.00	R 17,380,000.00	R 4,620,000.00	Dep Of Health
			EDUCATION AND SKILLS DEVELOPMENT		**R 12,848,000.00**	**R 4,048,000.00**	**R 2,200,000.00**	**R 2,200,000.00**	**R 2,200,000.00**	**R 2,200,000.00**	**R 10,149,920.00**	**R 2,698,080.00**	
			Various schools around the district		R 11,000,000.00	R 2,200,000.00	R 2,200,000.00	R 2,200,000.00	R 2,200,000.00	R 2,200,000.00	R 8,690,000.00	R 2,310,000.00	Dep. Of Public Works

PROGRAMME/PROJECTS					PHASED ANNUAL INVESTMENT COSTS								FUNDING
Number	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2012/2013	2013/2014	2014/.2015	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
			Internet at your library programme		R 1,848,000.00	R 1,848,000.00	R -	R -	R -	R -	R 1,459,920.00	R 388,080.00	DAC
			Recreation		R 158,000.00	R 158,000.00	R -	R -	R -	R -	R 124,820.00	R 33,180.00	
			Moral regeneration behavioral change campaign, Matron workshop. Love to live. Youth and women training	All	R 20,000.00	R 20,000.00	R -	R -	R -	R -	R 15,800.00	R 4,200.00	DAC
			Visual arts, craft and performing arts development	All	R 35,000.00	R 35,000.00	R -	R -	R -	R -	R 27,650.00	R 7,350.00	DAC
			Visual arts and craft and developmenr-Recycled material	All	R 3,000.00	R 3,000.00	R -	R -	R -	R -	R 2,370.00	R 630.00	DAC
			Support to Calender events	All	R 10,000.00	R 10,000.00	R -	R -	R -	R -	R 7,900.00	R 2,100.00	DAC
			Social Cohension	All	R 30,000.00	R 30,000.00	R -	R -	R -	R -	R 23,700.00	R 6,300.00	DAC
			Providing support to OSS field workers and arts and culture forum	All	R 10,000.00	R 10,000.00	R -	R -	R -	R -	R 7,900.00	R 2,100.00	DAC
			Distrit talent search	All	R 40,000.00	R 40,000.00	R -	R -	R -	R -	R 31,600.00	R 8,400.00	DAC

PROGRAMME/PROJECTS					PHASED ANNUAL INVESTMENT COSTS								FUNDING
Number	ANNEXURE	PRIORITY		LOCATION	TOTAL ESTIMATED COST	2012/2013	2013/2014	2014/.2015	2015/2016	2016/2017	CAP COSTS	OPERATION AND MAINT COST	GOVERNMENT SOURCE OF FUNDING
			Visual arts and craft development gender disability, Senior Citizen	All	R 10,000.00	R 10,000.00	R -	R -	R -	R -	R 7,900.00	R 2,100.00	DAC

SECTION E 2: IMPLEMENTATION PLAN

The purpose of this section is to outline implementation plan of the identified programmes and projects and also the sector involvement in support Ugu District Municipality to achieve its development goals as stated in the Integrated Development Plan. The involvement is represented in the programs and projects and responsible departments as outlined in the table below. The programs and projects by Government Departments and stakeholders are expressed in the Three to Five year financial plan. The programs lists are not detailed but a highlight of the key issues to be addressed by these entities at Program and projects level.

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF HUMAN SETTLEMENT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	KwaVukuzitha the Rural Housing Project	1 000	R 75 581	N/A	210 units R 12 810	170 units R 10 370	N/A	N/A	
		Mthimude Rural Housing Project	1 000	R 74 810	N/A	270 Units R 12 810	150 units R 9 150	150 units R 9 150	N/A	
		KwaNyuswa Rural Housing Project (Planning)	1 000	**R 2 819 590.00**	N/A	R 12 505	100 units R 9 150	170 units R 10 370	N/A	
UGU DISTRICT MUNICIPALITY		Kwanyuswa Water Scheme - Phase 3 (AFA) MIS 194753	1457 HH	**R 13 333 500**	N/A	457HH	1000HH	N/A	N/A	Ward 1
		Umtamvuna Water Works Raw Water Upgrade	19225HH	**R 11 855 500**	N/A	N/A	N/A	19225HH	N/A	
UGU DISTRICT MUNICIPALITY	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Ezinqoleni Bulk Water Extensions Phase 2 (AFA) MIS 210670	740HH	**R 5 000 000**	N/A	740HH	N/A	N/A	N/A	

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF HEALTH		Kwa Nikwe	New Clinic	R 12 000 000 – R 22 000 000	N/A	N/A	Construction	N/A	N/A	Ezinqoleni
		Mdlazi	New Clinic	R 12 000 000 – R 22 000 000	N/A	N/A	N/A	Construction	N/A	Ezinqoleni
		Thorndale Mahlabathini	New Clinic	R 12 000 000 – R 22 000 000	N/A	N/A	N/A	Construction	N/A	Ezinqoleni
		Izingolweni	Maternal obstetric unit	R 20 000 000 – R 22 000 000	N/A	N/A	Construction	N/A	N/A	Ezinqoleni
DEPARTMENT OF TRANSPORT		Guardrail repairs	Safety Maintenance - Guardrails : Installation P262, P55, P200, P395 - Contract 1	750 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Guardrail repairs	Safety Maintenance - Guardrails : Installation P262, P55, P200, P395 - Contract 2	750 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Guardrail repairs	Safety Maintenance - Guardrails : Installation P61, P59, D907	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Guardrail repairs	Safety Maintenance - Guardrails : Installation D165	1 000 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Road Marking & Studs	Safety Maintenance - Installation of	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF TRANSPORT	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT		Road Studs on P200 & P395							
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P3 & P55	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P61 & P262	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Road Marking & Studs	Safety Maintenance - Installation of Road Studs on P198 & P197	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Road Marking & Studs	Safety Maintenance - Road Marking P200, P395,P3, P55, P61, P262, P198, P197	2 200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Blacktop Patching	Blacktop Patching on P3, P200, P395	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Blacktop Patching	Blacktop Patching on P262, P55, P197, P198	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Blacktop Patching	Blacktop Patching on P61, P58, P59	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Blacktop Patching	Blacktop Patching on	1 500 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
			P3, P200, P395							
		Blacktop Patching	Blacktop Patching on P262, P55, P197, P198	1 500 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Blacktop Patching	Blacktop Patching on P61, P58, P59	1 098 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Blacktop Patching	Blacktop Patching on D1014	10 000 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Routine Maintenance of regularly /warning signs	600 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance of regulatory signs/warning signs	Installation of signs	200 000	N/A	Maintenance &Installation	N/A	N/A	N/A	***Izingolweni***
DEPARTMENT OF TRANSPORT	**BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT**	New Gravel Road	Weseli Road	1 150 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		New Gravel Road	Mgudlwa Road	2 500 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		New Gravel Road	Mavungo Road changed to Gqoko Road	1 350 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		New Gravel Road	Access Road To School	3 086 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		New Causeway	Bhidla Causeway	1 650 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		New Causeway	A2486 Causeway	1 650 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		New Causeway	Mthembu Causeway	265 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
		New Causeway	Chief Causeway	265 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance-Blading	Blading	1 500 000	N/A	Maintenance & Blading	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance-Blading	Blading	950 000	N/A	Maintenance & Blading	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance-Blading	Blading	950 000	N/A	Maintenance & Blading	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance-	Drain Cleaning - P61, P58	200 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Drain Cleaning - P61, P59	200 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Drain Cleaning - P395, P200	200 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Drain Cleaning - P395, P200, P262	200 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
DEPARTMENT OF TRANSPORT	**BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT**	Routine Maintenance	Drain Cleaning - P395, P464	200 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Drain Cleaning - P200, P464	200 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Drain Cleaning - P200, P464 & P395	800 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Pipe De-Silting - P200, P262 & P395	200 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Pipe De-Silting - P61, P58	200 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Drain Cleaning P61	650 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Drain Cleaning P200	650 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine	Drain Cleaning	650 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
		Maintenance	P55							
		Routine Maintenance	Drain Cleaning P59	650 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Patch Gravelling	Patch Gravelling D927, D1032	1 052 168	N/A	Gravelling	N/A	N/A	N/A	***Izingolweni***
		Patch Gravelling	Patch Gravelling D927, D812, D251	1 052 168	N/A	Gravelling	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Information and Direction Sign	500 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
		Routine Maintenance	Fencing and km Posts	300 000	N/A	Maintenance	N/A	N/A	N/A	***Izingolweni***
DEPARTMENT OF TRANSPORT	**BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT**	Re-gravelling	Betterment and Gravelling of Road P262-1	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	***Izingolweni***
		Re-gravelling	Betterment and Gravelling of Road P262-2	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	***Izingolweni***
		Re-gravelling	Betterment and Gravelling of Road P262-3	2 250 000	N/A	Re-gravelling	N/A	N/A	N/A	***Izingolweni***
		Re-gravelling	Betterment and Gravelling of Road D915	1 350 000	N/A	Re-gravelling	N/A	N/A	N/A	***Izingolweni***
		Re-gravelling	Betterment and Gravelling of Road D419	810 000	N/A	Re-gravelling	N/A	N/A	N/A	***Izingolweni***
		Re-gravelling	Betterment and Gravelling of Road D688	1 125 000	N/A	Re-gravelling	N/A	N/A	N/A	***Izingolweni***
		Re-gravelling	Betterment and Gravelling of Road D908	2 025 000	N/A	Re-gravelling	N/A	N/A	N/A	***Izingolweni***

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
		Re-gravelling	Betterment and Gravelling of Road D689	900 000	N/A	Re-gravelling	N/A	N/A	N/A	***Izingolweni***
		Re-gravelling	Betterment and Gravelling of Road D595	900 000	N/A	Re-gravelling	N/A	N/A	N/A	***Izingolweni***
		Re-gravelling	Betterment and Gravelling of Road D1083	1 425 000	N/A	Re-gravelling	N/A	N/A	N/A	***Izingolweni***
		Concrete Road	Concrete of Road D861	4 000 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		Concrete Road	Concrete of Road D916	2 400 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
DEPARTMENT OF TRANSPORT	**BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT**	Concrete Road	Concrete of Road D902	2 400 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		Construction of Headwalls	Construction of Headwalls - D940,D942,A5007,D947	200 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		Construction of Headwalls	Construction of Headwalls - D943,D868,D1091,D1092	200 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		Construction of Headwalls including material	Construction of Headwalls - D901,D1096,D1084	700 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		Re-gravelling	Betterment and Gravelling on Various Roads	4 415 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		Construction of Headwalls	Construction of Headwalls - Contract 1	200 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		Construction of Headwalls	Construction of Headwalls -	200 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
			Contract 2							
		Special Maintenance	Bridge Joints Repair/Replace	500 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		Special Maintenance	Handrail Replacements	750 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
		Special Maintenance	Minor Structure Replacements	1 508 000	N/A	Construction	N/A	N/A	N/A	***Izingolweni***
DEPT. OF RURAL DEVELOPMENT & LAND REFORM		Clothier	Recapitalisation & Development	R1,000,000.00	N/A	Livestock & production inputs	N/A	N/A	N/A	Ezinqoleni
EZINQOLENI MUNICIPALITY	**BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT**	Kwanyuswa Sport Centre	Developed Sport Centre	R 3 000 000.00	Construction	N/A	N/A	N/A	N/A	01
		Wosiyane Community Hall	Community Hall	R 3 000 000.00	Construction	N/A	N/A	N/A	N/A	01
		Mazambane Access Road	2.3 Kms established	R 1 800 000.00	N/A	2.3 Kms	N/A	N/A	N/A	01
		Thafeni Access Road	1.6 Kms established	R 1 200 000.00	N/A	1.6 Kms	N/A	N/A	N/A	01
		Highland – Khawula Access Road	1.5 Kms established	R 912 000.00	N/A	1.5 Kms	N/A	N/A	N/A	01
		Mbeni Community Hall	Community Hall	R 3 000 000.00	Construction	N/A	N/A	N/A	N/A	02
		Nhlanhlane Access Road	2.1 Kms established	R 1 300 000.00	2.1 Kms	N/A	N/A	N/A	N/A	02
		Mkhumbane – Jam Ntshebe Access Road	1. 3Kms established	R 2 400 000.00	1.3 Kms	N/A	N/A	N/A	N/A	03
		Church of life – Ndlovu Access Road	1.4 Kms established	R 1 349 600.00	1.4 Kms	N/A	N/A	N/A	N/A	03
		Zakheni – Qhoga Road	2.8 Kms established	R 1 100 000.00	2.8 Kms	N/A	N/A	N/A	N/A	03
		Ngwenya &	2.3 Kms	R 1 100 000.00	N/A	2.3 Kms	N/A	N/A	N/A	03

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
		Nduna Maphumulo Access Road	established							
		Mdlazi Causeway	100 m span established	R 444 600.00	N/A	100 m span	N/A	N/A	N/A	03
		Thembalesizwe Causeway	100 m span established	R 399 000.00	N/A	100 m span	N/A	N/A	N/A	03
		Electrification	71 Households Electrified	R 2 000 000.00 & 15mil	71 Households Electrified	N/A	800 Households Electrified	N/A	N/A	1, 4 & 5
		Nqabeni – Celebane Access Road	2.1 Kms established	R 2 100 000.00	N/A	2.1 Kms	N/A	N/A	N/A	04
		Eskhaleni – Esjadwini	1.9 Kms established	R 1 200 000.00	N/A	1.9 Kms	N/A	N/A	N/A	04
		Shayamoya Causeway – Mvolozi School	100m span established	R 399 000.00	N/A	100 m span	N/A	N/A	N/A	04
		Nkwanyana – Bhuka Access Road	2.2 Kms established	R 1 500 000.00	N/A	2.2 Kms	N/A	N/A	N/A	05
EZINQOLENI MUNICIPALITY	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	Ntonga – Nkonjeni Access Road	5 Kms established	R 2 100 000.00	N/A	5 Kms	N/A	N/A	N/A	05
		Bhuka (Munga) Sport Field	Developed Sport Field	R 2 000 000.00	Construction	N/A	N/A	N/A	N/A	06
		Khandalesizwe School Access Road	1.7 Kms established	R 1 900 000.00	1.7 Kms	N/A	N/A	N/A	N/A	06
		Maginyimbuzi Access Road	1.8 Kms established	R 787 740.00	1.8 Kms	N/A	N/A	N/A	N/A	06
		Makhanya roads	2 Kms established	R 1 267 200.00	N/A	2 Kms	N/A	N/A	N/A	06
		Diphini causeway	75 m span established	R 399 000.00	N/A	75 m span	N/A	N/A	N/A	06

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
DEPARTMENT OF ECONOMIC DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	LED Awareness and Capacity Building (Patrick Mbokazi)	500 000		Annual LED Summit	Annual LED Summit	Annual LED Summit	Annual LED Summit	Annual LED Summit	KZN
		Postgraduate and Masters Programme at UKZN (Patrick Mbokazi)			Postgrad and Masters students admitted in UKZN	Postgrad and Masters Students admitted at UKZN				KZN
		Ugu industrial hub study (Babalwa Mapisa)				Feasibility study to be conducted with recommendations for implementation				Ugu
		Women Empowerment conference (Khosi Mdletshe)				Women conference				Ugu
		Training on BEE Awareness and Compliance			Training	Training				KZN
DEPARTMENT OF ECONOMIC DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT	Forestry incubator feasibility study (Nathi Matiwane)								
		SMME Business Plans and Pre-finance;			Ongoing	Ongoing				Ugu wide

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
		SMME Fund; SMME Training and Consultation Services (Sinevangeli Fikeni)								
		Cooperative registration, training and mentoring (Zanele Mbotho)			Ongoing	Ongoing				Ugu wide

SECTION F: FINANCIAL PLAN

The purpose of the financial plan is to set out details of the financial issues that need to be addressed in a financial year. It is meant to be a tool to highlight any financial shortcomings. Financial planning is the organization of financial data for the purpose of developing a strategic plan to constructively manage revenue, expenditure, assets and liabilities to meet short, medium and long-term goals and objectives. Financial planning is looking at the future and brings it back to the present while you can still do something about it. It is therefore imperative to scrutinize the state of the municipal finances with regards to possible future income sources and the areas where such income is likely to be applied given the present level of backlogs and community priorities. The Financial Plan is a tool that is generally used by municipalities to influence the contents of the IDP so as to ensure that the IDP is actually funded and that Cash is actually available to implement projects in terms of Municipal IDP objectives.

In order to ensure that projects identified in the IDP are implemented through sound financial planning, the municipality needs to ensure that:

- A financial plan is developed specifying the projects to be undertaken, the associated time frames within which they are to be completed as well as sources of funding for the projects.
- The projects are prioritized in terms of the needs of the community.

The IDP is linked to financial planning. A financial plan involves producing a medium term (five year) projection of capital and operating expenditure. The projections include an overall overview of likely future tariffs assuming that all other things remain equal.

Budget Summary for 2014/2015

The Total Budget increased by **R6, 179**.

6.1 HIGHLIGHTS OF OPERATING EXPENDITURE

BUDGET	**2014/2015**	**2013/2014**
Total operating budget	R 44 269	R 39 702
Capital budget	R 16 538	R 18 109
Total budget	**R 60 807**	**R 59 811**

6.1.1 Employee Related Costs

The employee related costs comprises 30% of the total operating budget. The primary reason for the increase is the pension contribution of 35%, an annual increment of 6.95% including the notch increases

6.1.2 Remuneration of Councilors

A 6.95% increment for Councilor's remuneration is provided for.

6.1.3 Working Capital Reserve

This is the provision for doubtful debts as a result of a non-collection level. The 5.5% increase is based on the projected inflation level.

6.1.4 Depreciation

This is a non cash item budgeted for as per the stipulation of the new accounting standards and is funded from backlog depreciation.

The 5.5% increase is based preliminary 2014/2015 depreciation calculation.

6.1.5 Collection costs

This is a provision for collection costs and legal fees by external parties. The provision has increased due to planned vigorous collection including the use of collection agents.

6.1.6 Repairs and Maintenance

Buildings

The budgeted amount is for the maintenance of municipal buildings.

Vehicles

The 5% increased is provided for due to the high expenditure on maintenance of the waste Truck, Grader and the poor conditions of vehicles. New 14 seater Vehicle was budgeted for to add to the existing fleet of vehicles and this will also necessitate maintenance.

General Expenses

6.1.7 General Expenses with a Direct Impact on Communities

General Expense Items with an impact on Communities	Budget
Water and Electricity	215
Telephone,Faxes and Data	360

Transport Cost	400
Membership Fees: Municipal Associations	650
Gravelling of Access Roads	800
Printing and Stationery	120
Staff Training	150
Litter Picking and Street Cleaning	425
Local Ecomonic Development	700
Ward Committee Remunerations	450
Accommodation and Travelling	600
Subscriptions,Printings and Publications	150
Grants Expenditure	4 598
Sporrt and Recreation	250
Special Programmes	510
Disaster Management	80
Public Participation	160
Strategic Planning and PMS	200
Student Support	450
Asset less than Capitalisation Threshold	–
Cleaning and Garding Services	250

6.2 CAPITAL EXPENDITURE

Vehicles	600 000
Furniture and Equipment	1 50 000
Computers	350 000
Software & Licenses	250 000
Plant & Equipment	1 200 000

Roads transport	13 987 000
Sub Total	**16 537 000**

Total Capital **R 18 109 000**

6.3 HIGHLIGHTS OF OPERATING INCOME

The sources of funding are important to ensure that the budget is actually funded and cash backed. The following items warrant specific mention:

MIG Funds • *MIG has increased from R 13 474 000 toR 13 987 000*	**R 513 000**
Sub Total	**513 000**

Interest Income

Interest Income is expected to increase as a result of interest rates, from R 1 205 000 to R 1 702 000.

Equitable Share

Equitable share has been substantially increased by R 5 019 000 from R 29 480 000 to R 34 499 000.

Other Operation Income Expected

Equitable Share	34 499 000
MIG	13 987 000
Provincilaisation of library Grant	661 000
Integrated National Electrification Programme	0

EPWP	1 053 000
MSIG	934 000
FMG	1 800 000
TOTAL	**28,882,000**

6.4HIGHLIGHTS OF CAPITAL INCOME

Capital Income

Capital Income	**Budget**
MIG	R 13,987, 000
TOTAL	**R 13 987 000**

6.5 Ezinqoleni 2014/2015 budget

Section 26(h) of the Municipal Systems Act provides that an integrated development plan must reflect a financial plan, which must include a budget projection for at least the next three years.

Operating Expenditure 2014/2015

OPERATING CATEGORIES	**2014/15**	**2013/14**
Salaries	13 435 000	12 193 000
Councillor Allowance	3 176 000	2 990 000
Repairs and Maintenance	930 000	1 515 000
General Expenses	17 425 000	14 151 000
Depreciation	9 000 000	9 000 000
Grand Total	**43 966 000**	**39 849 000**

6.6 CHANGES IN OPERATING EXPENDITURE FROM PREVIOUS FINANCIAL YEAR EXPLAINED

- **The employee related cost** comprises 26% of the total operating budget. The primary reason for the 15% increase is the 15% increase is the increment of 9.1% including the notch increases and new positions of five water tanker drivers, one Fire engine driver, three firemen, two administration officers, Chief Accountant and a Customer Care Officer.
- An 9.1% increment for **Councillor's remuneration** is provided for
- **Working Capital Reserve:** This is the provision for doubtful debts as results of a non-collection level. The 6% increase is based on the projection.
- **Depreciation:** This is a non cash item budgeted for as per the stipulation of the new accounting standards and is funded from backlog depreciation. The 5% decrease is based on the on the preliminary 2012/2013 depreciation calculation.
- **Repairs and Maintenance**
  - Buildings: The budgeted amount is for the maintenance of municipal buildings. Decreased by 50%
  - Vehicles: The 29% increase is provided due to high expenditure on maintenance of water tankers and poor condition of vehicles
- **General expenses** increased by 0.17% from R122,612,604 to R122,825,370 due to the percentage change in inflation of 5.6%.

6.7 CHANGES IN OPERATING INCOME FROM PREVIOUS FINANCIAL YEAR EXPLAINED

- **User charges**

  - Other tariffs to increase 6%
- **Interest income**

  -Is expected to increase as a results of interest rate from R12,066,793 to R12,566,926
- **Grants Income**

  Equitable share increased by R24, 528,000 from R234, 326,000 to R258, 854,000.

SECTION G: PERFORMANCE MANAGEMENT SYSTEM

In accordance with the Municipal Systems Act Ezinqoleni Municipality would like to promote a culture of performance management among its political and administrative structures, administer its affairs in an economical, effective, efficient and accountable manner and establish a Performance Management system that is:

- Commensurate with its resources
- Best suited to its circumstances; and
- In line with priorities, objectives, indicators and targets contained in this IDP.
- The PMS entails a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed. The core components of the system are:
    i. Organisational Performance Management System
    ii. Section 57 employees Performance contracts
    iii. Employee performance appraisal system
    iv. Performance Audit Committee
    v. Annual Report
    vi. Quarterly Reports
    vii. Public Participation & Customer Satisfaction Surveys

Taking note of the difficulties encountered by under-capacitated municipalities, the DTLGA decided to prepare a PMS Starter Pack Model in 2004 for municipalities in an attempt to further facilitate the development of PMS's in the Province. This Starter Pack Model is designed to show how a municipality can follow a step-by-step approach in developing a simple, introductory system for performance measurement which is cost effective and successful. This introductory system can then be allowed to evolve over time into more sophisticated systems if needed. Ezinqoleni Municipality therefore opted for this starter pack/Simple spread sheet Model to track the implementation of its IDP.

This chapter therefore assigns a level of accountability by municipal administration and council of all the twelve Strategic Objectives and six Development Strategies that are stated below.

1. Municipal Transformation And Institutional Development Strategy
2. Basic Service Delivery And Infrastructure Development Strategy
3. Financial Viability Strategy
4. Good Governance And Community Participation Strategy
5. Local Economic Development Strategy Social Cohesion And Cross Cutting Strategy

6. Spatial and Environmental Management Strategy

The municipality has developed a PMS policy which will provide a framework for performance measurement and managements. This policy is supported by the Organizational scorecard and service deleivery and budget implementation plan. These documents will guide the planning, implementation and evaluation of performance. The attached PMS documents include:

- 2012/2013 annual performance report
- 2012/2013 AG report and action plan
- 2012/2017 5 year organizational scorecard
- 2014/2015 organizational scorecard
- 2014/2015 SDBIP

SECTION H: APPENDICES

Ref.	ANCILLARY PLANS (*Dependant on relevance to the Municipality's situation*)	Status (Existing) Yes/No	Progress to Date Adopted/ Under Development/ Adopted but under Review)	Additional Comments (Challenges or Additional Information)
K.1	Ezinqoleni IDP Review Process Plan	Yes	15/16 adopted in August 2014	
K.2	Ezinqoleni PMS Policy	Yes	15/16 draft available	
K.3	Ezinqoleni Land Use Management System	Yes	Adopted in 2005	
K.4	Ezinqoleni Waste Management Plan	No		**Contained in the 2015/2016 Ezinqoleni SDBIP**
K.5a	Ugu Water Service Development Plan	Yes		
K.5b	Ugu Water Resources Plan	Yes		
K.5c	Ezinqoleni Forestry Plan	No		
K.6	Ezinqoleni Integrated Transport Plan	No		
K.7	Ezinqoleni Housing Plan	Yes	Adopted in 2007	**Reviewed in the 2014/2015 financial year**
K.8	Ezinqoleni Energy Master Plan (Electricity Master Plan)	No		
K.9	Ezinqoleni Local Economic Development Plan	Yes	Adopted in January 2012	**Reviewed in the 2014/2015 Financial year**
K10	Ezinqoleni capital Investment Plan	Yes	Draft stage	
K 11	Area Based Plans (Land Reform)	n/a		

K.12	Organisational PMS	Yes	June 2014	**Draft 2015/2016 PMS in place (PMS Policy, SDBIP and organisational scorecard)**
K.13	Ezinqoleni HRD Plan or Strategy	yes		
K.14	SDF	yes	January 2011	**To be reviewed in 2015/16**
K.15	Other Ancillary Plan(Pls. Specify)	N/a		
K.16	**Other Ancillary Plan(Pls. Specify)**	**N/a**		